

J.R.  
MAGAZINE OF MANAGEMENT MEN OF AMERICA

# MANAGE

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APRIL 1951

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# MANAGE

(Reg. U. S. Pat. Off.)

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**No. 8**

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... giving generously of their time toward better teamwork and performance by all ranks of management ... for a stronger American system.

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## CALENDAR

<b>1951</b>		
<b>Apr. 16-20</b>	NAF Educational Seminar	Toledo
<b>Apr. 19-20</b>	5th Annual Conference—Canadian Industrial Trainers' Assoc., Mount Royal Hotel	Montreal
<b>Apr. 19-20</b>	6th Annual Time Study and Methods Conference—Hotel Statler	New York City
<b>Apr. 23-26</b>	55th Annual Convention—Amer. Foundrymen's Society	Buffalo
<b>Apr. 30-May 4</b>	4th Natl. Materials Handling Exposition, International Amphitheatre	Chicago
<b>May 10-11</b>	3rd Annual Eastern States Conference of Training Directors—The Plaza	New York City
<b>May 23-24</b>	Amer. Society for Quality Control—5th Natl. Convention, Public Auditorium	Cleveland
<b>May 24-26</b>	NAF Board Meeting	Fort Worth
<b>June 11-15</b>	2nd Annual Conf. on Industrial Research, Columbia University	New York City
<b>June 18-22</b>	NAF Seminar	Dayton
<b>Sept. 26-29</b>	NAF CONVENTION	CHICAGO
<b>1952</b>		
<b>Sept. 17-20</b>	NAF CONVENTION	CLEVELAND



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Its 40,000 members include all management segments, enrolled mainly in autonomous but affiliated "area" or "company" management clubs. It also offers company memberships, and individual memberships in special circumstances.

For full information, address the executive vice president at 321 W. First Street, Dayton 2, Ohio.





## We Look At

# WASHINGTON

**Edited By**  
**Harry P. Jeffrey**

### Wage Stabilization Board

**I**T is impossible to predict accurately future developments in the wage stabilization controversy. It is possible, however, to recognize some of the objectives of union labor leaders.

The alleged reason given by the leaders of organized labor for the walkout was the failure of the administration to admit union officials to participation in the defense program. This is hardly the real reason or at least one of the important reasons. In addition to having membership on the Wage Stabilization Board itself as well as representatives in the office of the Economic Stabilization Administrator, two of the first four appointments to the legal staff of the Board were general counsel of international unions.

At least one of the important objectives of organized labor is clear. Union officialdom has told Eric Johnston, the Economic Stabilization Administrator, that its price for cooperation would be transforming the Wage Stabilization Board into a "disputes" board. As originally set up, the Board was to deal with wage matters only.

Top leaders of organized labor recognize that they suffered no hardship because of the "no strike" pledge in World War II. On the contrary, organized labor probably fared far better at the hands of the War Labor Board than it would have by striking. For example, prior to World War II such forms of union security as compulsory membership and the checkoff were almost unknown in CIO collective bargaining contracts. As a result of the operations of the War Labor Board, roughly 75 percent of CIO contracts contained such features when

the existence of the Board ended late in 1945.

If powers similar to those exercised by the War Labor Board are now vested in the Wage Stabilization Board, it is reasonable to expect that additional inroads upon management will be made in the next few years. This would be done in spite of and by circumventing the Taft-Hartley Act. One informed Washington observer writes:

"They [certain labor leaders] feel they can use the Board to overrule such portions of the Taft-Hartley Act as the restrictions against the compulsory organization of foremen, the safeguards against the abuse of the checkoff and welfare funds, and other provisions which have proved irksome to them."

It is somewhat difficult to reconcile the attitude of the leaders of the A. F. of L. in this connection. The heads of this organization always have been opposed to compulsory arbitration of labor disputes, yet transforming the Wage Stabilization Board into a disputes board would for all practical purposes impose compulsory arbitration on management and labor alike. This is consistent with the pattern of thinking revealed by the actions of Walter Reuther and James Carey of the CIO.

It is significant that Cyrus N. Ching, who has occupied the office of chairman of the Wage Stabilization Board, has publicly expressed his desire to return at an early date to his post as Director of the Federal Mediation and Conciliation Service. In the meantime, William H. Davis, former chairman of the War Labor Board, has been

recalled to Washington as a consultant and is occupying offices on the same floor as those of Chairman Ching. It is reliably reported that Mr. Davis is in line to succeed Mr. Ching as Board chairman. It will be recalled that under this gentleman's administration of the old War Labor Board, abuses arose which were corrected by provisions of the Taft-Hartley Act and of which not only management but some groups of organized labor complained rather bitterly.

In government, it appears to be difficult to learn by experience. Aside from the desires of certain leaders of organized pressure groups, there is no real need to convert an emergency board into an extra-legal agency which was not contemplated by the Act of Congress.

It is important to remember that the wage stabilization provisions of the Defense Production Act expire on June 30, 1951. It will require further action by the Congress within the next 90 days if this authority is to be extended. Undoubtedly, many sins are committed by all sections of our economy in the name of a war emergency. It remains to be seen how far the administration and Congress will condone such activities.

### Federal Reserve Board . . . Treasury Department

**F**OR many months there has been a running battle between the Federal Reserve Board and the Treasury Department as to increasing interest rates on government indebtedness. The FRB has contended that low or easy-money rates resulting from the "pegging" of the government bond market were feeding inflation. Indeed many economic authorities contend that the inflationary spiral could be halted far more effectively by changing the government's fiscal policy than by any wage and price freeze.

Secretary Snyder of the Treasury Department is faced with \$40 billion government bonds maturing between the present time and the end of '52. It is easy to understand why he has wanted low interest rates. Each ½ percent rise in the authorized interest rate on the national debt costs the Treasury \$1¼ billion per year in additional interest charges.

The Treasury Department and the Federal Reserve Board recently announced that the two agencies had "reached full accord" in the matter of public debt management and interest rates. Interest rates were increased on new long-term treasury bonds and government support levels for certain existing treasury bonds were lowered. This immediately resulted in a drop in the government bond market. The theory is that this action will make less money available to banks with which to make commercial loans and that this in turn will "bank the fires" of inflation. If this very desir-

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able result comes about, the government probably can afford to spend \$1¼ billion more for interest if it pays out \$8 or \$10 billions less in the cost of the vast expenditures which it will be required to make in the next fiscal year. Equally important, this action should at least tend to retard further spiraling inflation. This action may be only a trial balloon and does not necessarily indicate that this policy will be followed in the future.

## Spot News

**N**ET sales of *Diamond Alkali Company* for '50 increased 15 per cent, net earnings 58 per cent, President Raymond F. Evans announced.

*Willys-Overland* bought former Chevrolet plant at Anderson, Ind.—plans \$7 million tooling program to make jet engine components for military, employing 1200 people.

*Electric Industrial Truck Association* voted in March to admit to membership manufacturers of gas-powered industrial trucks, tractors.

*Pittsburgh Plate Glass Company's* sales of \$337 millions for '50 were 20 per cent over 1949, set new record for the firm.

*American Brake Shoe Company* sales were \$106 millions in '50. Unfilled orders at January 31 (1951) were up to \$50 millions, highest ever recorded. . . . Commenting on fact that 92 per cent of eligible employees chose Company's contributory retirement system (rather than accept non-contributory pension plan established in 1950) Board Chairman William B. Given, Jr. said: "This is direct proof that free people, planning and working together, still will choose to make personal sacrifices to better provide for their families and their own security."

Defense orders on books (including assigned projects) of *General Motors* in early March passed the \$3 billion mark according to President C. E. Wilson.

*Bureau of Census, Department of Commerce*, sample survey of July, 1950 indicates "paid vacations" are now standard job feature in American industry. About 80 per cent of the 5.5 million workers on vacation the week of July 2-8 received pay from their employers.

Payrolls of *General Motors* reached a new all-time high in 1950 and employment equalled its War II record. Average employment of salaried and hourly-rate workers totaled 465,239 in 1950; payrolls reached \$1,809 millions last year.

Department of Defense reports . . .

# Let's Make the Most of Our Productive Might

**T**HE productive might that has given America the most fruitful peace-time economy in history—the productive might that has backed to a victorious limit in two twentieth-century wars the fighting men who inevitably are our first line of defense—is facing an even greater test. It must not—it cannot be wasted!

The era of fighting and winning wars, and settling back during interims to "business as usual," is past. When it passed, how it passed, doesn't matter. What does matter is that from here on in, perhaps, there'll be no more "indolent" years—no more building of bathtubs to the exclusion of battleships; no more butter at the expense of bombs.

But America's unmatched productive might is fully capable of building bathtubs *and* battleships, of providing butter *and* the bombs requisite to war or to prevention of war; capable, that is, if properly employed—if none of it is wasted.

## More And Better Tools Needed

**T**HIS means that the manpower and womanpower left to industry after military needs have been satisfied, must be given every cost-cutting tool, every time-, labor- and muscle-saving aid known to man. It means that these tools must be employed intelligently and efficiently.

At the Fourth National Materials Handling Exposition,\* to be held in the International Amphitheater in Chicago, April 30—May 4, 1951, the CLARK EQUIPMENT COMPANY'S INDUSTRIAL TRUCK DIVISION, along with several hundred other producers of materials-handling equipment, will show to industry the newest, the most efficient and the most effective tools in the world for *making the most of America's productive might*. It is a show that no industrial executive can afford to miss—it is the MUST of the Industrial Show year. It is a MUST not only from the point of economy and profits within your own operation—but also from the point of *accomplishing the vast production necessary to the new Military Economy without imposing harsh austerity on the Civilian Economy*.

## More Power For Manpower—In Action

**C**LARK will show and demonstrate its full LEADERSHIP LINE of fork-lift trucks, powered hand trucks and industrial towing tractors. Among them will be several machines never before shown—some of them not yet in production. The exhibit also will present special handling attachments of proved worth, and demonstrations of their rich usefulness.

By all means attend and study this tremendously important show. And make a special point of seeing the CLARK exhibits and demonstrations of the best machines in their field for giving MORE POWER to MANPOWER.

(\*We'll be glad to supply registration—admission tickets. Just address your request to the Clark Equipment Co., Industrial Truck Division, Battle Creek 146, Michigan, telling us how many you want.)



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WRITE FOR BULLETIN 2365

Management observes that poverty and drudgery cannot be removed by sympathy—the essential need is efficiency.—*Frederic Colyer Snyder.*

**In management it's "Grow . . . or Go!"**



MANAGE April 1951

# Supervisor Recognition Tumbles

## ACCIDENT RATE

**CLARK EQUIPMENT COMPANY** started operations at Buchanan, Michigan, in 1905. By 1939 there were plants in Buchanan, Berrien Springs, Battle Creek and Jackson, with general office at Buchanan. The Buchanan plant had 900 people in 1939, 3,000 by 1942, 3,600 by 1943.

Up to 1939, the Company had what was considered a good average accident frequency. But in 1941, tendency was to creep up. By June 1943, frequency was so very high that something had to be done, and quickly. Frequency in May 1943 was 53.80; June—121.89; July—109.65; August—118.88.

In September, the Company started the first real organized accident prevention plan. This plan started to function well even from the start. October frequency was 76.19; November—67.98; December—52.98; and the frequency has been going down ever since. At present, not only the Buchanan plant, but the entire operations of the Company for 1950 had a frequency of 2.05. This will set the stage so that you know just how bad our accident frequency was. I shall now tell you what has been done about it.

### Elaborate Set-up

In a situation like this, with manpower at a high premium—because we had to recruit people from all over the United States and the labor turnover due to accidents was one of the things that could not be tolerated—expense was not considered. Results were what was demanded.

At this time there had been a safety engineer who had organized departmental safety committees composed of one employee from each department on each shift. The membership was changed every six months. Meetings were held once a month on each shift. When the plan was put into effect this committee was continued with two employees on each shift. Membership was changed every three months and

meetings held twice a month.

Personnel of the safety organization was as follows: the assistant plant manager acted as safety director; there was a safety engineer; a chief safety inspector who operated on the day shift; a safety inspector each for the 4-12 and 12-8 shifts. There was a central safety committee composed of all superintendents, plant manager, safety director, safety engineer, safety inspector, chief nurse. This committee met once a month. There was a supervisor's safety committee which consisted of all supervisors in the plant, and meetings were held around the clock on all shifts.

At the plant managers meeting, all superintendents are held strictly accountable for accidents and what they have done to prevent repetitions. All these meetings were attended by the safety director. Some of these meetings were at 4:00 A.M. and these meetings were religiously carried out for better than two years. A safety manual was developed and a copy given to each employee. The front page of each safety manual had a foreword by the plant manager, was signed by the plant manager and the union president.

A McBee type medical pass was developed. Each employee that had an injury (unless it was a serious one) would secure one of these passes from his foreman and present it to the nurse who would take care of him, fill the pass out, keep one copy for record purposes and return one copy to him, which he presented to his foreman so that the foreman would know what disposition was made of his injury, whether he could work or had to go home, or to the doctor or hospital.

If the man had to go to the doctor, there was a form for that purpose and

the doctor filled it out and returned it either by the man or by mail. The nurse made an injury report of all accidents sufficiently serious to send to the physician; one copy went to the Safety Department and one copy to the chief safety inspector, who made a personal investigation of the accident.

There was also the Inspectors Investigation Blank wherein he recorded the information that was developed in his investigation. There was a daily industrial injury report which was furnished for the Personnel Department, for the first aid and for the safety director. In every physician case it was necessary for the foreman to make a report on what is called the Foreman's Investigation Blank, and thus the safety director would get three sides of the picture: what the employee told the nurse, what the chief safety inspector ascertained; the supervisor's side of the picture.

We had a small eye injury form which was made out by the nurse, includes whether or not the worker wore or was wearing his safety glasses and what can be done to prevent repetition of the accident. There was a small form also for toe and foot injuries, covering similar information.

There was a definite program put in for supplying all employees with safety glasses. Plano glasses were given employees without charge; those requiring prescriptions were given an order to the doctor, and as long as the cost did not exceed \$5, the company paid for the prescription. Glasses were furnished free.

### Eye Injuries Prevailed

There were a number of lost eyes previous to this time. Since that program has been in effect, 62 eyes have been saved. However, some eyes were lost in the same length of time because of rather peculiar circumstances. One case where the employee was operating a single spindle drill press, his apron caught on the rotating spindle and the apron wound up until it got so tight

By W. S. Manspeaker  
Accident Prevention Engineer  
Clark Equipment Company



that the string around his neck acted as a tourniquet and garrotted him. By the time the other employees could get to the man, the pressure had grown so great on his neck and head that we were advised by the physician that his eye exploded, rupturing the cornea and causing the loss of sight.

Another case we had was where a pyo-cyanous germ got into the man's eye, from, we know not where and caused loss of an eye.

Then there was the man who carried his safety glasses in his hip pocket and lost an eye by a flying nail.

At the same time, we stocked safety shoes in our plant, sold them to employees at cost.

Both of these resulted in reducing accidents greatly, and of course like all other plants, if all employees would wear safety glasses and shoes, such accidents would be reduced to an almost irreducible minimum.

This is the way we operated in the years 1943, 1944 and 1945, and by that time the frequency had dropped from 75.84 in 1943, to 39.40 in 1945.

Now I have described what has been done in the Buchanan plant. The same thing had been done in all our plants and the frequency had been cut almost in half, but still was very high. In September 1945, our president decided that if he appointed one man who would operate out of the Buchanan plant, that the Company could do away with all safety directors, safety engineers and everything except the necessary clerical help to maintain the records of safety information. This was done on October 1, 1945, and the man who had been acting as safety director in Buchanan was appointed to this job. This is how it operated:

This man set up a policy of operation in which it was agreed that supervision was entirely responsible for the safe operation of their plants, divisions, and departments.

This accident prevention engineer was a staff man. He would formulate policies and assist supervisors in every way possible to maintain safe places to work, but had line authority to shut down any unsafe operation or equipment.

All the committees were eliminated, all the safety inspectors, safety directors, safety engineers, and all but one of the office help, who acted as secretary for the accident prevention engineer. All the forms except the medical pass and the Supervisor's Investigation Form and one for showing the number of days, by departments, since the last lost-time injury, were all that survived. This is the way meetings were handled after October 1, 1945.

#### Fewer Meetings

There is the plant managers' meeting, where he meets with his superintendents and non-productive man-

agers and the accident prevention engineer. Any lost-time cases are gone over thoroughly and the supervisor of the department in which the case occurred must come before this board and explain exactly how and why it happened and what he has done to prevent a repetition of such an accident. This meeting is held once a month, lasts for one hour.

Then the accident prevention engineer meets with the superintendent and his supervisors once a month for one hour. To avoid taking all the supervisors off the floor at one time, half attend one meeting, half another.

As you see from 1943 to 1945 everything possible was done to get the serious situation under control and some success was obtained. In this period all machines were looked over carefully, guarded where necessary. By 1945 the guarding program had reached a point where the only guarding necessary was where machines had been moved, guards had been broken, or lost, or new machinery had been received, so that when this program was started, it was started with only one idea in mind: to build up a degree of safety consciousness which would carry down to our employees.

I believe that you will agree that some measure of success has been attained since the frequency dropped from 39.40 in 1945, 23.13 in 1946, 10.83 in 1947, 5.92 in 1948, 1.97 in 1949 and 2.05 in 1950.

From the time the program was started in October 1945 until January 1, 1946, the writer felt that the program was hard against a stone wall. Of course, the frequency dropped considerably but something was definitely

lacking. The writer decided it was an incentive, a very personal incentive. So this was the plan that was set up and effective on February 1, 1946.

#### The Pay-off

Any supervisor who operated his department, division or plant for 180 days without a lost-time case received a certificate of appreciation. Employees in the department received a certificate for 180 days; also when this department, division or plant went 360 days, the department received a solid bronze walnut plaque lauding the job done, and signed by the president and vice president of operations. If over 180 days thereafter, a certificate was issued and for over 360 days, a pendant was added venetian-wise to the plaque.

We have some of our departments that have gone over 1700 days without a lost-time case and many of them over 1000 days. Of 82 divisions in the Corporation, all have over 360 days regardless of how serious the hazard.

After this plan was put in, we gave a dinner to the supervisors and their wives for all who qualified under this plan annually. Before, the writer felt that he was trying to carry the entire load, which was an impossible task. After this plan was put in, the supervisors carried the load, did the job and got the credit. That is one of the very important things from the very inception of this program, when there was very little credit to be given. The writer was sure to give all credit possible for everything that the supervisors did. It has paid off. Today in our Corporation we injure less in one year than we did in 1943 in one week.



The author as he led a sectional conference during the "Second Annual Battle Creek Management Forum" in February. At right: Discussion Chairman Willis Davis of Clark Company.

# SHOVE IT DOWN HIS THROAT?

**Safety equipment group makes strong point that supervisor can insure greater safety compliance by consulting with employee in the selection of equipment.**

By F. Rutledge Davis, Industrial Safety Equipment Association



Remember what old Wajepi said: "You can get any brave to wear safety moccasins if only you'll let him help decide what kind to get."

**S**AFETY has a goal . . . it is to cut the national accident rate.

Safety requires training. That training can best be started in the home and carried through school and college.

With such preparation a firm foundation can be laid for safety in adult life. Unfortunately too little emphasis is placed on safety in child training. Schools and colleges have not sufficiently stressed this phase of insuring longer life by avoiding the taking of chances. We have only to glance back over our shoulder to the loss of life of young people in "hot rod" automobile accidents—your children and mine.

Some attention is now being given by public schools: the Safety Patrols which guide children safely across traffic intersections.

It appears unnecessary to ask ourselves to reflect upon today's adult "thinking": evidenced by pyramiding auto accidents from year to year.

Here's an observation that appears scarcely debatable:

**TO DO SOMETHING CORRECTLY IS TO DO SOMETHING SAFELY.**

For example: if your child plays with a mechanical toy as it is designed to be played with, your child will not be hurt.

If your wife uses a stove as instructed by the manufacturer, she will not be burned; it will not explode in her face.

If operators of automobiles handle their cars in accord with instructions and traffic regulations, assuming no mechanical failure, there'll be no accidents.

If operators of machines in industry do their jobs correctly, there'll be no industrial accidents.

## The Role of Industry

It is with this last phase that we in industry are primarily concerned. Industry has the sole responsibility for reducing the industrial accident rate.

Webster's gives a definition of "industry" as "Any department or branch

of art, occupation or business; especially one which employs labor and capital."

Thus the Oil Industry, the Chemical Industry, the Public Utilities have overall responsibility for reducing accidents in their fields; and they are co-operating to this end through exchange of information with National Safety Councils and Trade Associations.

For example, it was to further advance the development "equipment for safety"—establish a central clearing house where solution to individual problems of protection could be effected—that the Industrial Safety Equipment Association was established.

Each industry is divided into companies—and Webster's definition of a "company" is "An association of persons for a joint purpose, especially for carrying on business."

It is with this "association of persons" that safety has its basic foundations.

Webster also defines "industry" as "Skill; ingenuity."

So if "Skill and Ingenuity" can be combined throughout an "association of persons", freedom from accidents will be achieved and safety become a reality.

The desire to do one's job correctly ("in conformity with some standard or rule") is an inherent characteristic of a normal adult.

So, it would seem that *job training* is really the key to *safety*.

It must, of course, be the policy of the company (the "association of persons") that all steps be taken to prevent injury to personnel.

So it becomes the duty of each "person" in that "association" to see that those he or she directs carry on their particular tasks "correctly" and thus, safely.

## Supervisor . . . And Safety

Carrying such a thought to its logical conclusion, the *primary responsibility rests on the foreman* under whose immediate supervision industrial work-

ers carry on their activities.

It becomes important, therefore, that a foreman be selected for his ability to perform all the activities coming under his jurisdiction "correctly" and for such other characteristics as being fair, able to lead personnel. Ideally, he should actually *hold* his position on the basis of the continuing respect of his group because of his ability, "skill" and "ingenuity."

It is his responsibility to actually *teach* his group.

A very simple example will prove a principle.

New employee Joe Doakes should not just be given a part, told to grind off the burrs until the foreman is assured he can operate the grinder "correctly" and hence, safely.

Every foreman should watch with the closest attention Joe's first job on the grinder—if necessary, instruct him how to use the equipment correctly.

There is more to this picture than appears in the above—because "correct" and safe operation goes far back in the company.

Purchasing should not buy just any grinder. It should seek the advice of those qualified to judge which grinder is most suitable for the work to be done and which is guarded to combine protection to the operator without interference with operation.

The grinder should be so placed that light, natural or artificial, falls on the work to be done to give correct illumination.

Again, Purchasing must seek the advice of those best qualified in insuring eye protection, for example.

It may be desirable, in view of health hazards, for operators to wear dust respirators and their selection should follow the same principle.

## Selection Method Is Vital Factor

Right here is another important decision.

If someone hands you a pair of goggles or a face shield, in the selection (Turn to Page 23)

# Plant Protection in Aircraft Production

By Arthur Ross Miller, Director of Plant Protection, North American Aviation, Inc.

**A**LERT vigilance, combined with a network of efficient intelligence and communications, keynote the operation of militant security agencies. The importance of these elements of protective integrity is emphasized in industries producing materials and equipment for national defense.

The particular nature of production for defense necessitates unique and precise plant protection methods consistent in complexity and detail with the products produced.

North American Aviation's accelerated activity in the design and production of today's most modern aircraft, together with advanced research in guided missiles and atomic energy, "specialize" the problems of security and increase the importance of maintaining general plant protection methods.

Although the nature of the Company's work is the primary consideration in the operation of a plant security program, the physical size of North American's facilities is an important factor to be reckoned with. In addition to the main plant in Los Angeles, the Company has plants and facilities

in Long Beach, Downey, Santa Susana and Torrance in the Los Angeles area and has recently taken over the Naval Industrial Reserve plant in Columbus, Ohio, formerly operated by Curtiss-Wright. Total covered floor area in operation amounts to approximately 7,000,000 square feet, with several million square feet, such as parking areas, test areas, flight ramps, roads, etc., not included in the covered area figure. All areas in operation by the Company, whether covered or uncovered, are of immediate concern to the plant protection department.

Certain "routine" plant protection procedures assume importance because of the physical size of the operations. Maintenance of patrol units from the fire and police departments to cover all Company facilities and grounds is a major assignment in itself.

Pedestrian and automobile traffic problems are emphasized when over 20,000 employees are moving within the plants, going to and from work, parking on Company parking lots, and moving them out at the end of their shifts so other employees can have their spaces.

When the normal problems of "routine" plant protection operations are emphasized by sheer size, and the special problems of plant security are added by nature of the work being done by the Company, the entire plant protection program develops into a very real and pertinent function of plant management.

## Security Classifications

Internal security for the protection of vital military information and equipment requires a constant program of familiarization to keep protection officers informed of the security status of all material concerned. As our military projects go through various developmental stages, the security classifications of these projects also pass through a transition stage. Projects in their earlier stages often carry security classifications of "Top Secret" and "Secret". As these projects pass to other stages, such as the experimental phase, and the finished production phase, their classifications are usually downgraded to "Confidential," "Restricted," and eventually to "Unclassi-



ARTHUR ROSS MILLER from a career in law and law enforcement (including seven years as special agent of the FBI) came to North American in 1941. Born in Logan County, Kentucky. Graduated from Illinois Wesleyan Univ., 1926. Practiced law in Illinois; recently appointed to Security Subcommittee of Aircraft Industry Advisory Committee to the Munitions Board. With their three children, Mrs. Miller and he live in Los Angeles.



ROUTINE . . . but very necessary work performed by members of North American Aviation's Plant Protection Department policemen is the "gate check." All employees must wear badges, show identification cards before entering, permit lunch boxes to be examined.





**KEYSTONE** in the communications network for North American Aviation's Plant Protection Department is the Control Center, central agency for contacting all security units throughout this huge airframe manufacturing organization.



**STANDING BY** and ready to go into action are these two units of North American Aviation's Fire Department. The trucks have been alerted for the landing of an airplane reported to be in an emergency condition.

fied." These security classifications refer to all segments of the projects concerned: blueprints, sketches, component parts, allied information directly related to the project.

Plant protection representatives must maintain a check to ascertain that all "classified" material is handled properly. They are assisted by a security program designed to keep all personnel aware of the classified nature of the projects in work. These representatives maintain a constant program through plant supervision to issue necessary information concerning plant protection to all employees.

Guidance in the security classification of contracts and projects in work comes from the military agencies. Air Force and Navy contracts detail the security classifications of the projects. Additional security information, such as change notices, interpretations, etc., are directed to the Company's attention during the life of the contracts. Plant security officers must "keep up to date" on this information, and make certain that all materials and information are handled according to the latest classification. This requires plant protection officers to have a specialized knowledge of the highly technical information and equipment in work by the Company.

Atomic energy contracts, research and study in the field of guided missiles, advanced radar technology, all present unique and detailed problems in security, and those engaged in security work must know something about the nature of the materials they are engaged to protect.

#### **Abnormal Fire Hazards**

The nature of the Company's work also increases the scope of operations for members of the Fire Department. In addition to the normal hazards of fire encountered by any organization of North American's size, the Com-

pany's projects are usually built around some form of "power," and the generation of great power always points to a fire hazard.

Experimental test work with rocket motors emphasizes the importance of fire prevention techniques far beyond what "fire fighters" had to contend with only a few years ago. Special fuels used in guided missile motors present a challenge to fire control experts, for these materials are usually self-contained to provide all the essentials for burning within themselves. Fire control men must design and maintain fire fighting systems and materials to control the handling and use of these rocket motors so an irregular fire can be checked immediately.

Here again is a problem which can be met efficiently only by plant protection personnel who have learned much of the technology surrounding the project concerned. Naturally it is not required that police, firemen, and investigators learn as much about Company projects as is required of engineers, but plant security representatives must be generally familiar with the physical properties of material and equipment under their protection.

#### **Other Considerations**

As we build faster and more powerful airplanes, we also introduce many new techniques, procedures, and operations. These changes also call for new problems from the standpoint of security, and plant protection personnel must be alert to plan their operations around them.

These are some of the more novel considerations of modern day plant protection techniques which have been particularly affected by the rapid strides in aircraft development and production. Day-by-day operations to "stand the watch" from the plant protection standpoint are nevertheless vital and underlie the basic foundation

of a security program. These "routine" operations include personnel security checks, traffic handling, gate watches, and internal and external investigative work.

Of these routine operations, the personnel security check is most important. A careful review of applicants for employment to assure security of classified information is one of the most important check points for maintaining plant security.

The plant protection department is also responsible for communications and control work in the event of an emergency, and must maintain a coordinated program to be put into operation on a moment's notice.

The unsettled international situation has intensified planning for complete control of personnel and plant security in the event of a disaster. Studies and action taken in this regard are coordinated with civic agencies engaged in similar work.

Plant protection techniques and procedures must grow and improve with the development and progress made by industry. Our methods and practices during the last national emergency were adequate to meet the needs demanded by that situation. But our techniques today are of a higher order, more technical, more precise, better suited to today's advanced industrial technology.

Although only a few short years have intervened since the last national emergency, there have been tremendous advances made in the science of aircraft design and production. A similar difference exists in many phases of plant protection methods and procedures to assure security and maintain effectiveness.

An enormous attempt has been made to socialize American agriculture by handouts, whether needed in every case or not—and largely without regard to the effect on the public treasury.—Radio's Henry J. Taylor.

# WHY HIGHER TAXES WOULD NOT HURT

By Fred G. Clark and Richard Stanton Rimanoczy\*

## I

**F**OR our own good, we should be taxed (on an equitable basis) enough to balance the Federal budget. To get this highly important truth clearly in mind, we must first remember that *taxes are not money*: taxes are the things that government takes away from us after we have produced them.

Taxes are counted in dollars, but the real tax penalty we pay is the physical goods and services that the government buys with the tax dollars it takes from us, because when the government buys them, they disappear from the market and are not available to us.

When the king's cart used to come around every year and take one pig and 50 bushels of grain from each farmer, this principle was easier to understand, but it is no less true today than it was 500 years ago.

The only difference is that, today, government first takes part of our dollar income and uses it to take part of our production.

Now, let's see why government should take the same percentage of our income as it requires of our production.

For example, if government requires 40% of the goods and services (as it did during World War II), it might as well take 40% of our income because, regardless of how many dollars we have, we are only going to get 60% of the goods and services we produce.

With the 60% of our dollars that we would have left, we could buy the 60% of the goods and services which the Government leaves us.

*Under those circumstances we would get just as many goods and services as if we had been able to keep 100% of our income.*

## II

At first glance this statement may be confusing.

Let's forget the "per cents" and talk about it in dollars. Let's assume the national (the people's) income to be \$250 billion.

This is enough money to enable us to buy back all that is produced.

*In other words, the selling price of the national product is "naturally" about the same figure as national income.*

But the Government needs \$100 billion worth of the goods and services produced during the year, and for this purpose needs \$100 billion.

If the Government taxes the people \$100 billion, the total amount of money in search of goods and services will remain \$250 billion: the Government has \$100 billion and the people have \$150 billion.

Under these circumstances the "natural" selling price of about \$250 billion will not change substantially because there is a "natural" balance between the

amounts of money to be spent and things offered for sale.

But if the people were not taxed at all, the Government would have to cause the banking system to manufacture 100 billion<sup>1</sup> new unearned dollars in order to get its spending money.

Then there would be \$350 billion in search of the \$250 billion worth of goods and services, and history shows that the competition between buyers would drive the total selling price up toward \$350 billion.

That is what is called "monetary inflation," also "deficit spending."

It lowers the value of all savings, life insurance, and bonds, and explains why America now has a "50¢ dollar."

It all boils down to a single truism: *in the interest of sound money and the "stable" dollar, taxes should equal the full cost of government.*

As noted earlier, the taxes should be levied fairly and not used to punish some groups and to favor others.

## III

Obviously, from the foregoing, our only real relief from taxation is that which comes by *reducing Government spending.*

Every goods or service that the Government does not take becomes something extra for the people to enjoy.

There is always danger during periods of history such as we are now going through for government to exaggerate its "emergency" needs and bluff the people into accepting a heavier government load than is justified by the facts.

Under such circumstances it is the privilege and duty of every citizen and his elected representatives to "look at the back teeth" of every Government request.

National defense should not be allowed to suffer, but *neither should the welfare of the people.*

There are today many expenses not connected with defense that could safely be postponed.

But whatever the Government does spend should be raised through taxes.

There are many people who believe that the sale of war bonds is just as effective as taxes in the prevention of inflation, but the record of the last five years does not bear this out.

It is true that the sale of bonds to the people gets money into the hands of Government without adding to the money supply, but the fact that they can be cashed in at will hangs like a sword over the head of the economy.

*We will never have a stable dollar without a balanced budget.*

<sup>1</sup> It would actually be more than this, but for the purpose of this discussion, the \$100 billion figure will serve.

# Breathing Equipment . . .

**Saves men, time and money in maintenance and production operations as outlined in these case studies.**

**S**OME time ago the Northwestern Steel & Wire Co. of Sterling, Illinois, purchased self-contained breathing equipment for emergency purposes, with fire fighting as their major reason for purchase. Before the equipment was in their plant 60 days, it got its first real test in an entirely un-anticipated use—when a pipe in the acid tank in the galvanizer frame broke. It was physically impossible for a man to get to the valve and shut the acid

off without complete protective equipment. A foreman quickly donned the new piece of breathing equipment, put on rubber boots, rain hat, rubber gloves and stepped right in to shut off the valve. The saving in production and wage losses which would have resulted because of the acid damage, can hardly be estimated.

The same company found shortly afterwards that the use of this same piece of breathing equipment in the transformer room, which was protected by a CO<sub>2</sub> fire extinguisher system, permitted them to enter this oxygen-deficient atmosphere immediately after a CO<sub>2</sub> discharge. (See Fig 1.)

## Avoids Shutdown

Carnegie-Illinois of Pittsburgh and Canada Steel of Hamilton, Ontario, Canada, are two of many steel mills who have found that the use of self-contained breathing equipment and/or hose line assemblies up to 300 ft. long, fed with pure breathing air (not oxygen) from a bank of 300 cu. ft. cylinders, enable them to change a goggle valve on top of a blast furnace for instance, without shutting down the blast furnace and with little danger or discomfort. Thus the time is reduced by 50% with resultant immense savings in maintenance cost and just as important, without loss of production.

## Under Water . . . Over Ash Pits

Even under water at depths of less than 25 feet, some types of self-contained breathing equipment are of tremendous value in industries as dissimilar as paper mills and oil line companies, where it enables work as diversified as the repair of underwater valves to the caulking of underwater gas and oil lines.

The fumes emanating from ash pits and ash conveyor tubes are sources of real trouble in many manufacturing plants. When that area must be entered in order to free a jammed conveyor or effect other repairing, the use of self-contained air breathing equipment means complete safety for the man with a minimum of lost operating time.

## Cleaning Tanks, Tunnels

Other money-saving, man-saving uses are in the cleaning of tanks, pipes

and tunnels, where toxic fumes or heat are encountered; hot-repairs in furnaces and ovens; along the pipelines of Stanolind in the midwest and on the new pipe line from Edmonton, Canada to Superior, Wisconsin for various uses in handling the highly-toxic sour crude oil.

## Lesser But Habitual Toxicity

In plants where materials of lesser toxicity are habitually handled or occasionally encountered in maintenance or production, somewhat similar but more flexible breathing equipment is available. In the eastern plant of Hoffmann-La Roche, demand air respirators offer comfort and protection to the worker. This demand respirator system uses only about 50 per cent of the volume of air required by constant-flow systems and, therefore, the saving in air is appreciable.

Painting, spraying, cleaning, mixing of drugs or chemicals and other operations in objectionable not deadly atmospheres, all can be handled by this less expensive equipment. The end result is far higher efficiency and high worker morale and satisfaction.

An excellent example is illustrated in Figure 2. This man is washing one of a battery of kettles with a stream of chloroform which requires his close attention, thereby making it necessary for him to work in a local atmosphere heavily laden with fumes. He can actually move away a few feet and be out of the heavy fume area because of forced ventilation in the room.

Breathing equipment of the proper type can tremendously reduce operating cost; can eliminate much of the hazard inherent with the handling of toxic materials and eliminate the tremendous hazard in an emergency. The growing scarcity of labor and the quickening necessity of higher production would seem to make it mandatory that every available means be used toward the best utilization of labor and the attainment of an uninterrupted flow of production. The intelligent use of breathing equipment can work wonders in accomplishing those desirable results. Breathing equipment manufacturers will gladly prescribe the correct equipment for your operations.

*Note: Data prepared by courtesy of Scott Aviation Corporation, Safety Equipment Division, Lancaster, N. Y.*



FIG. 1—Entering an oxygen-deficient atmosphere on the heels of a CO<sub>2</sub> discharge.

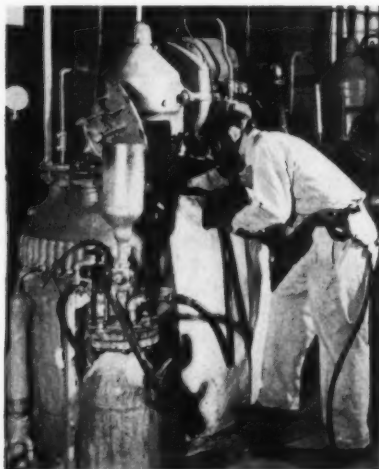


FIG. 2—Washing battery of kettles with stream of chloroform.



# ANDY GOES A BOWLIN'

*Great Lakes Steel's Management Club undertakes Life-like portrayal of their Andy Stenko at March's Annual NAF bowling classic.*

**T**EAMWORK in management was never displayed to better advantage than at Toledo (Ohio) March 3 and 4. Then it was that five-man bowling teams from 35 NAF management clubs converged on the "City by the Maumee" to compete in the Third Annual NAF National Bowling Classic at Jack Hagerty's New Bowling Center on Toledo's near north side.

Representing states of Ohio, Iowa, Illinois, Indiana, West Virginia, New York, and Michigan, 1425 keggers rolled 1140 games on the superb lanes of the huge arena.

Among this vast array of talent were the Comets, a team comprising foremen from the Great Lakes Steel Corporation (Detroit), all members of its management club. Anchoring this capable combination, was Andy Stenko, coke plant screening section foreman, and died-in-the-wool team man.

Andy has participated in every NAF tourney to date,

has long been instrumental in keeping his team high in the league bowling standings in his own club. He is inclined toward all athletic endeavors, but is never in better form than when aiming the black globe at the ten pins. He is presently a member of his club's recreation committee—has always taken an active interest in the club's entire athletic program.

A solid family man, he participates in both civic and religious affairs, and in social and technical enterprises. Having been a supervisor for five years, he realizes that cooperative effort is the backbone of any successful venture in which people are involved.

A glance through the graphic story of Andy's visit to Toledo should convince the most skeptical that teamwork by teammen has a fundamental place in whatever man undertakes—and is eternally the foundation of a success that builds a greater and finer America.



1. Breakfast over, equipment packed, Andy kisses wife Anna goodbye—heads for Toledo. A 174 bowler, he has fond hopes of garnering a prize or two in the NAF Classic.

2. Registering at Toledo—with Messrs. Dusseau, G. Longeway and M. Longeway—he gets into the swing of things . . . can't keep from smiling as he hears his Great Lakes Steel Management Club league-mates toppling the maples on the floor above.

3. A hearty welcome to Hagerty's New Bowling Center, by the famous Jack Hagerty himself was a real thrill for Andy. Hagerty, one of the founders of the American Bowling Congress, has been in the bowling business 55 years.

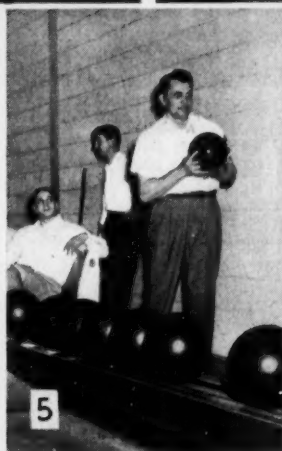
4. Government, supervision, and industry get together in mid-tournament when Andy was caught in a "kegler's klatch" with Ollie Czelusta, Toledo's mayor; Walter O. (Spike) Briggs, Jr., executive vice president and treasurer of the Briggs Manufacturing Co.; J. B. Driscoll, Bowling Tournament chairman and NAF director.

5. Drawing a bead on the 1-3 slot, Andy had high hopes for a successful evening. Fate had other ideas, and the husky coke plant foreman had to settle out of the money.

6. A good natured ribbing from teammates is an old custom with bowlers in any league. Over a good hot cup of coffee, Andy's partners were no different. Here, teammates Sam Kekich, Dave Wertz, Frank Kolb and Carmine (Toots) Scafuri, enumerate Andy's shortcomings. They comprise the Comet team in Great Lakes Steel Management Club's bowling league—are all first-line foremen.

7. Herman Holinstat, president of Great Lakes Steel Management Club's Bowling Leagues, accepts from the Honorable Ollie Czelusta, mayor of Toledo, the trophy awarded that club entering "the most teams" in the Classic, a distinction which pleased Andy and his teammates very much.

By JACK EAKIN



8. But, the trophy to the team traveling the "longest distance" went to the boys from the Maytag Club of Newton, Iowa. Here Maytag's Hal Lantz accepts it from Toledo's Mayor Czelusta.

9. Back at the old homestead in River Rouge, Michigan, Andy is welcomed home by part of the household. (Missing was daughter Nancy.) Daughter Janet takes daddy's bowling ball, and after a big kiss and hug, led him inside where a big dinner has been prepared in honor of his return. Win or lose Andy is always a hero in the Stenko household.



# They keep the **FIRE** out of Fire Water

**Few industries face a tougher problem in preventing fires and explosions or require more "alert" safety equipment than in distilling.**

**"P**ROTECT both personnel and property . . . but protect personnel first." That is the order under which a 27-man Plant Protection Department works round-the-clock at the whiskey distillery of Jos. S. Finch & Co., subsidiary of Schenley Distillers, Inc., at Schenley, Pa. How effective such a group can be when they work with one purpose in mind is attested by the fact that the Finch Distillery has one of the best accident frequency and severity records in the entire distilling industry. Its standing as to fires and explosions, for example, is a most favorable one.

Thoroughly trained in the use of safety equipment, instruments and ap-

**WHAT'S COOKING?** Taken in No. 3 Regauge Building, where whiskey is proofed after being taken from the warehouses in preparation for bottling, picture shows plant guard at the Schenley distillery of Jos. S. Finch & Co., using Explosimeter to determine the presence of combustible vapors.



**HOT WORK**, such as welding, cannot begin in dangerous areas at the Finch distillery until workmen secure permission from the distillery's plant protection unit. Here the welder (extreme left) awaits permission to ignite his torch while a plant guard, and installation inspector, make test of atmosphere with Explosimeter.

paratus, the men are commanded by Captain F. T. Boylstein, a veteran of 15 years in this work. Captain Boylstein gives safety lectures to all new employees, conducts periodic safety classes for supervisors. In these he explains why the plant's safety equipment has been provided, how it is to be used.

Consisting of some 67 buildings which stretch out for more than a mile along the east bank of the Allegheny River, the Finch Distillery is exposed to the fire and explosion hazards common to any liquor distillery. These are principally in the fermenter and spirit still building; in warehouses where liquors are stored to age; in the regauging, blending, bottling houses. In most, explosive alcohol vapors are always present.

All electrical equipment is of the explosion-proof type; all lines, tanks, motors are grounded. Smoking is prohibited in any but designated areas, of which there are 26.

## Hot Jobs Await Green Light

Since construction and maintenance in a modern distillery is always in progress, welding at some point or other is an almost continuous operation, with many jobs in dangerous areas. It is in these locations that the utmost precautions are taken to prevent explosions, fires. Before welding, or other "hot jobs" can be started, it is necessary to secure permission from the captain of the plant police. A plant guard then makes tests for alcohol vapors, inspects for presence of combustible materials.

"We don't rely on our noses," Cap-

tain Boylstein says. "We use sensitive instruments (Explosimeters) so that we can be 100 per cent sure the atmosphere is clear of combustible vapors.

"Only when the plant guard has found, from his instrument tests, that the atmosphere is clear of explosive vapors is permission granted to weld, either electrically or by torch. The guard's word is final. Other employees respect it. They know he is trained for his job and uses reliable equipment. The guard remains with the welder until the job is finished. He has necessary fire extinguishing equipment for emergency use. In addition he makes further Explosimeter tests at frequent intervals. When the job is completed the area is subjected to further periodic tests as an extra preventive measure."

The Explosimeter is a portable instrument made by Mine Safety Appliances Company of Pittsburgh with a wide application for detection of combustible gases in distilleries, paint and varnish plants, iron and steel mills, oil refineries. It is used by municipalities and public service companies for detection of gases in sewers, man-holes, conduits, sewage disposal plants.

Other areas at the distillery where Explosimeter checks are made are in still houses, cistern rooms, warehouses.

## Variety of Equipment

Further precautions for protection of personnel require use of safety harness by workmen when vats and fermenter tanks are cleaned; use of air movers

(Turn to Page 23)

MANAGE April 1951





# FACT and OPINION



By The Editor

## Another Word for "Christian" Too?

A RECENT piece by William I. Nichols, editor of *THIS WEEK Magazine* (March 4, 1951), which is Sunday magazine section syndicated to millions of readers, was entitled "Wanted: A New Name for 'Capitalism'."

Gist of the article was that "capitalism" is no longer the right word—that in too many minds it stands for the primitive economic system of the nineteenth century when, all too often, employers were greedy and workers were oppressed.

He closes with: "THIS WEEK's 10,000,000 reader families may come up with suggestions to push us further along the road [by suggesting new names such as 'Economic Democracy', 'Mutualism', etc.] If so, they will have played their part in the battle for the minds of men."

Mr. Nichols' intentions are not questioned. We take the strongest possible exception, however, to his reasoning, and that of many others who subscribe to this idea.

Capitalism has also become the broad term which, in the minds of millions, represents a system of individual incentive which has made not only America itself the strongest and most self-reliant nation in history, but her individual citizens as well. It has been the umbrella under which it has been possible to defend successfully a pattern of individual freedom here in America against all usurpers from far and wide.

Christianity, itself, has had its dark epochs. Today it is damned in many global areas. Shall we therefore find another term for "Christianity"?

## Pitching

MANAGEMENT is often more a *giving* than a *receiving* process. Yet, what strengthens others helps to make us stronger, too.

A management club or group may be outstanding in its own performance. But it can not fail to benefit if neighboring management groups are likewise strong and effective.

A good example of pitching in this direction was the March "Management Assembly" of the Joy Management Club, Michigan City, Indiana. Reports Secretary P. T. Wineman:

"Our chief purpose in planning a meeting of this type was to try and sell the idea of NAF to managements not now affiliated and at the same time give our own members something tangible to work for.

"Our first step was to secure the

services of Dr. Allen A. Stockdale of the National Association of Manufacturers, as speaker. We then invited and arranged to have as many men of both top and lower management as possible attend. We also arranged to have the NAF represented.

"During the afternoon preceding the meeting, a luncheon and a tour of the Joy Manufacturing Company plant was arranged for the visiting management. Later there was a brief meeting in which the purposes and the benefits of the NAF were explained to the visitors.

"Evening meeting was held in Barker Hall in Michigan City—total attendance 265. On a separate sheet we are listing the names of the special guests at this meeting. We are also enclosing a newspaper article on the meeting.

"All in all, we feel that we have accomplished a lot towards furthering the aims of NAF and we hope to be able to advise you that we have succeeded in organizing some new NAF clubs in the near future."

## The Flag

IN these days of hard work and endless sacrifice for a stronger America militarily, it is hoped that all management groups, however assembling—in conventions, management clubs, conferences—will not fail to properly display that beloved symbol of the things we are fighting for—the American Flag.

Nor should we take a chance that its presence may be overlooked—so why not on each such occasion, the pledge of allegiance?

The Board of Directors of The National Association of Foremen has emphasized this thought to all its affiliated management groups recently, following a letter on the subject to your editor from Frederic Colyer Snyder.

There is only one thought we'd like to add, more than that we all insist on paying honor to The Flag. It's that we then stand in a moment of silence while we *think of those things for which it stands* almost alone in the world today.



## Supervisors Fail Test

A RECENT survey by a professional research organization points out that top management has not yet communicated its basic economic know-how to sizable segments of supervision.

Taking a score of 70 as passing, survey showed that 99 per cent of executives "pass" the test—less than one per cent do not. On same basis, only 33 per cent of supervision "pass"—67 per cent do not. Breakdown showed that foremen are not up on economic facts in one vital area after another.

That's one reason MANAGE keeps economics, especially the easily understood, easily applied presentations of Messrs. Clark & Rimanoczy of American Economic Foundation, constantly "up front." We feel that these AEF heads are performing a signal service to industry in these tireless efforts to bring to its supervisors the true economic facts, stripped of all the usual "whereas and wherefors."

## Chain Idea . . . For "Key To Peace"

WE sent A. E. Arnold, director of industrial relations for Robertshaw Thermostat Divn., Robertshaw-Fulton Controls Company at Youngwood, Pa., our copy of "The Key To Peace" by Dean Clarence Manion of Notre Dame (MANAGE . . . March '51, page 12).

Because his letter of reply contains a very excellent suggestion, it is reproduced herewith:

February 23, 1951

"I received your book, 'The Key to Peace', and have read it. It suffices to say that the tenets as given by author Manion are the most impressive that I have read in the past several years. At my personal expense, I ordered six copies for distribution to close friends who, I know, will be most interested.

"I am suggesting to those friends that they, in turn, purchase six copies to be forwarded to their friends. In this manner a 'chain' may serve to spread the doctrine of 'American Individualism' so well pronounced in the book.

"What do you think of my chain idea?"

## The Safety Man

THIS just about sums up all the other summaries of what a safety man must have:

1. Curiosity of a cat.
2. Tenacity of a bull.
3. Determination of a taxi driver.
4. Diplomacy of a wayward husband.
5. Patience of a self-sacrificing wife.
6. Enthusiasm of a jitterbug.
7. Good humor of an idiot.
8. Simplicity of a jackass.
9. Assurance of a college boy.
10. Tireless energy of a bill collector.

What's New In Safety.

Stalin's strategy throughout the world is to drain America—confuse us, scatter us, drain us—bleed us white—first of our money, then of men, and then, in the future, hope to knock us out when we have little left.—Radio's Henry J. Taylor.

# THE RIGHT ABRASIVE D



**INDUSTRIAL CLOTH BELTS** set production and economy records in finishing high and low tensile strength metals. One manufacturer reports a 50% increase in the number of bronze castings ground—a gain which can be traced directly to changing these belts.



**TYPICAL OF** high-efficiency products are *rubber bushed* Type I Portable Grinding Wheels. They lessen operator fatigue by dampening wheel vibration...increase production efficiency by reducing wheel "bounce" which lengthens contact time. Proper mounting assured, through metal-to-metal contact provided by steel liner.



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# Employment Relations

Edited By

Charles A. McKeand



## Real Reason Why Labor Is Striking The Government

**W**HILE we have hot war in Korea and a hair trigger situation in the Balkins, we also have a "battle of the century" in Washington. This battle involves big names, government controls, the defense effort, and a grab for power by leaders of minority groups.

Charles E. Wilson, mobilization director, definitely charged with the responsibility of gearing this nation to defense, backed by President Truman and an impressive majority in Congress, and obviously a great percentage of the public is under bitter and violent attack by the labor policy committee composed of the leaders of the major unions. Labor unions are organized groups of workers, clearly a minority of the American work-force, yet the policy committee, composed of the leaders of these groups, is striking the government, and that naturally means striking the American people.

Outwardly the fight is over inflation controls. But beneath the surface it is a definite effort on the part of union leaders to regain political power lost in the last election, and if possible to cement the cracks in the confidence of their rank and file. They are trying now with the dramatics of the defense program to foist their philosophies upon the administration so as to reinstate themselves in the eyes of their members in readiness for '52 elections.

The claim of a dispute over the formula of wage pay is utterly ridiculous on its face. The public and the industry members of the wage stabilization board agreed on a 10¢ formula. Labor demanded 12¢. Certainly the

leaders of 15 million American workmen have something more significant in mind than a mere 2¢ to cause them to strike the American public.

They are charging that they have had no voice in the mobilization or defense program, but they have refused to play the game as have the representatives of industry. In each case of the appointment of a representative from industry, that individual has resigned any jobs he might have had with business and becomes a government employee. Any union representative who would be appointed to a position would retain his union office—would be influenced by the will of the group in which he was an officer.

Union leaders are taking a big gamble. If the public ever awakens to what is really involved in this grab for power, the union political influence will drop to a sub zero. If they can bulldoze the administration, however, into accepting their terms for cooperation in defense, they win high stakes. With their many socialistic self-interest philosophies, these union leaders would gain the following:

- 1) Defense contracts and sub contracts would be channeled to employers who have played ball with union leaders. Non union employers and employees would be out in the cold.

- 2) Priorities and allocations would be used to freeze out of business those employers who have been stubborn in resisting union demands.

- 3) The dictation of price control policies by union leaders would mean drastic price roll backs and vicious price squeeze to practically an elimination of profits.

- 4) Advantage would be taken of the manpower shortage to push up wages and other labor costs with no real controls but behind a screen labeled wage stabilization.

- 5) An absolute dictatorship of manpower policies which would practically put requirements of union membership as a priority for deferment and favoritism on deferments from military service to union members regardless of essentiality.

We can go back in our memory eight or nine years and recall during II World War the confusion which existed because of a dual control between Wm. Knudsen, who resigned from General Motors, and Sidney Hillman, who did not resign his labor union post, which eventually blew up because of its im-

practicability, finally resulting in the appointment of an overall authority.

All of this power is wanted without any pretense of responsibility to the public. Their talk of equality of sacrifice and the charge of business domination is a phoney. Business could not dictate because everyone knows that business itself is divided in its thinking on many of the important issues. Example: many large companies favor escalator clauses, whereas a great many other employers are definitely opposed to that theory. It doesn't take a great stretch of imagination to predict the terrific howl that would go up from the public were the N.A.M. to attempt to dictate policies, and the howl would be just as loud from business men themselves if such attempt were made on the part of that organization.

This whole situation is perhaps the most serious single threat at this time to our progress to national security.

## Paradoxical, Isn't It

**T**HE union policy committee, composed of top men from all of the large unions, work closely together on a strike against the American people, yet a statement from the chairman of the A.F. of L. merger committee states that any merger of the A.F. of L. and CIO are off indefinitely by mutual consent because everyone is too busy handling stabilization problems.

## Thunder Heads And Electricity

**A** DOUBLE HEADER is being played in the electrical manufacturing industry where two unions are involved. The union of the Electrical Worker CIO and the United Electric Workers, made up of units who were forced to withdraw from CIO as a result of Communist domination, are both battling the General Electric Corporation, Westinghouse and others over issues of the 10 per cent limit plus severance pay program, plus fringes. The outcome of this is being watched by many in business as an indication of what they may face as a result of the conclusion of these negotiations.

## Still Confusion

**W**E still have confusion. Norris Poulson, member of Congress from the 13th District of California, sends the following story to his constituents from Washington: "It seems that Stalin has issued a directive to the Russian air force that in case of bombing of the United States, Washington is not to be touched. Behind this order is the opinion of Stalin that there is terrific confusion in Washington. This confusion is one of Stalin's greatest assets. If Washington is bombed the confusion would be eliminated, and the American people would have a chance to get down to work—that, Mr. Stalin doesn't want. So Washington will not be bombed."

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# Human Relations



## and the art of MANAGING

Edited By

Dr. William Levy

*"The heights by great men reached and kept*

*Were not attained by sudden flight  
But they while their companions slept  
Were toiling upward in the night."*

—Henry W. Longfellow

**Attention Mrs. Foreman . . . Does Your Husband Earn Enough?**

**F**OR the past five or six years, I've tried earnestly to reach foremen and others in supervision through *MANAGE* Magazine, through talks, conferences, and any other medium of expression I could use in order to change their apparent apathetic or "lack of concern" attitude. And yet I'm suddenly conscious that I've neglected the strongest force that exists in America to accomplish this, namely, the boss of the boss—you Mrs. Foreman, his wife. So I'm asking you to read this article, and to get him to read it.

If you do this and he follows out the suggestions, I can guarantee you, business conditions permitting, that he'll get a raise and probably an advancement within the next two years. Then you, in turn, can ask him for a new fur coat, automatic dryer or whatever you've had your heart set on and feel that you have earned it. Is it a deal? Okay, here goes!

I want to caution you at the start that there is no magic panacea, penicillum, mumbo-gumbo or gobble-degook that makes it possible to advance without paying the price in terms of time and effort. There is, however, a sure-fire formula of ten steps that I've checked with scores of executives and they all vouch for its effectiveness. . . .

\* \* \*

**Watch Your P. Q.**

**A** STUDY of any two groups of people, one with high I. Q.'s (intelligence quotients) and the other with high P. Q.'s (personality quotients) will prove that in this country the high P. Q.'s run rings around the I. Q.'s in earning money. Did you ever think of this? Bob Hope, Fred Allen, Jack Benny and all our radio and television stars earn thousands of dollars each week telling jokes and yet don't write a single one of them. They hire writers at a couple of hundred a week who beat their brains out in some back

room. Why don't the writers get smart and tell the jokes themselves. The answer? Personality! Now maybe our system of paying off for personality and not for intelligence is all wrong. But if you want to advance and earn more money, why buck the system?

Let's look at it another way. I'm going to set up two scales from 0 to 10, one headed "Ability" and the other "Ability to Sell Yourself." If you rate 0-5 in "Ability" and 5-10 in "Ability to Sell Yourself," you will earn more money than the fellow who rates 5-10 in "Ability" and 0-5 in "Ability to Sell Himself."

Remember that your personality is the attitudes, the feelings and the prejudices of others toward you. Your manners, your dependability, your sincerity and the fact that you like or dislike people, all influence your personality. I don't mean your husband should start tomorrow by going through the plant with a toothy smile if he's never done it before. It's a cinch the old "grapevine" will start clicking, "b-zzz—b-zzz—the old man's drunk." But he should start cultivating the art of smiling and making people feel good. It costs nothing and it's worth a million.

**Be Proud Of Your Company**

You should be able to honestly brag on your company and feel that it is the greatest outfit in the world. Tom Fordham, the first president of NAF more than a quarter of a century ago, wrote, a little booklet called the "Invisible Sign." In brief he said: "Over your company there should be an invisible sign which reads—this is the best damn place to work in the world."

If you can't feel that way, something is radically wrong either with you or the company. A company should be considered a gold mine from which you get nuggets in the form of pay, prestige and accomplishment. And bragging is infectious. If you say it enough, not only will you believe it, but everyone else in the plant whom you contact will believe it.

**Make Suggestions**

You have a stake in the Company. They expect you to do more than just make schedule and push stuff out the door. If you are alive to everything

around you, it's a cinch that you can offer suggestions, better ways to do things, so that the work is easier for the employee and more economical for the company.

The bread and butter of our industry is constant improvement of methods and tooling. What are you doing about it? It's not enough to think about it. Thousands of people do that. Do something about it. When was the last time you made a suggestion? Did you sketch it out, talk it over with your boss, assuming he's an all right guy that gives credit where it's due? Do you use your company's suggestion system? Try it. It will pay dividends.

**Ask For Work**

Do you follow the practice of doing only what has been assigned and then saying I'll wait until the next order hits me? We've got plenty of people who can follow orders and do a good job. But how many have initiative enough to look for more and different things to do? Surprise the boss sometime. Ask him if there is something you can do over and above your normal operations that might help the department out of a tough spot. Oh I know, you're afraid they will start calling you "brownnose." Well, if you are sincere, I don't think you will have to worry about it.

**Learn To Communicate**

It doesn't do the company any good if you have a world of stuff in your head if you don't know how to get it through your mouth. Every time you walk into the boss's office you put your hand over your mouth because you're scared. I give you my word that there is nothing strange or mysterious about speaking to one person—or a thousand. The principles are simple and the same in each case. You can learn them in a few hours in any decent public speaking course and then "Practice! Practice! Practice!"

Next time they offer public speaking at the club, don't turn up your nose. And if they don't offer one at your

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club or company, ask for it. I haven't met one club or company in all my travels that wouldn't provide it if the members expressed interest. If I'm wrong drop me a note. I'll give you some other suggestions.

### Prepare For The Next Job

Unless you have taken the trouble to prepare yourself by experience, reading, training or talking for the job above you, how can you expect the company to look in your direction when an opening occurs? Encourage plant tours of your own plant, sponsored by the club; attend meetings where plant problems are discussed; figure out what you would need more than you have if you were to hold the next job. Maybe it's blue-print reading, shop sketching, math, etc.—and then take steps to get it. You say, “you mean I gotta go back to school!” Maybe, unless you want these young punks entering industry to ride your tail and pass you by.

### Prepare Someone For Your Job

I don't think any man can truly call himself a member of management unless he has experienced the moral glory of bringing someone else on to the management team. Do you have any young fellows that you are preparing for management? Or are you afraid that if you tell them what you know, they will know as much as you? If so, then you are pretty small and you won't go very far. I know it sounds crazy, but the more you give, the more you get.

Here is something to think about. Start out tomorrow with the idea that you are going to do things for people without any thought of being repaid or rewarded. You'll be amazed at the number of dividends you'll get from the most unexpected places.

### Check On Yourself

Many times in the past five years, I've had foremen ask me: “Bill, what's wrong? I used to think I was an important guy. It took me 10-15 years, coming up the hard way to be a foreman. And now they bring in these young kids from college, put them in the plant as “loopers”—you know, work them on different jobs, in different departments. First they are working for me, then with me, and then one of them is my boss. What gives?”

Well, I feel sorry for the fellow talking, but if I'm to be honest with him all I can say is: Joe, have you ever taken a look in the mirror? What have you done yourself over the past ten years to make you worth any more? This is a free country. If you want to watch television, play cards, drink beer, that's your business. If you want to be a bum living off the Salvation Army, that's still your business. But

don't cry because somebody else had the guts and gumption to make something of himself. Now don't get me wrong. I'm not asking you to cut out television, cards and beer. I like them all myself. But not to the complete exclusion of self-improvement. Are you willing to pay the price of advancing?”

### Run Like H-I

On hundreds of occasions I have said or written that in this fast moving industrial picture, with all of its changes in technology, engineering and processing, you have to *run like h-i to stand still*. You don't have any choice. You either *grow or go*. The minute you stand still you start going backwards. Doesn't it seem then, just from the point of being selfishly intelligent that it behooves us to try to “keep on the ball”. I believe this with all my heart and I'll keep saying it while there is a breath left in my body. Wake up, Mr. Foreman! You owe it to yourself . . . and your family.

### Ask How You're Doing

If you have taken the previous steps, I'm positive that your superior will tell you that he's noticed a decided improvement in you. That is, unless he's blind to everything but himself. Still I think it is entirely in order to ask him periodically how you are doing and what suggestions he has for improvement. . . .

\* \* \*

Well, Mrs. Foreman, now I'll come back to you. I've seen you at ladies night meetings and I think you're wonderful. I have unbounded faith in you as I do in your husband and in our free America. I've tried very hard to get your husband to recognize his importance as a leader in American industry and the need for his own constant self-improvement. I'm banking on you to help me. Don't let me down. God bless you all.

### New Books In NAF Library

(All that mankind has done, thought, gained or been, is lying—as in magic preservation—in the pages of books.)

**T**HE NAF Traveling Library contains material developed through extensive research by individuals vitally concerned with solutions to management problems. The selected subjects are of pertinent value to all levels of management.

The service is free to all members of the Association. More than 300 titles (2 to 30 copies of each title) are included in the Library, described in the Book Guide. Did you request one this month? How about checking your Book Guide tonight—ordering a book via a penny post card? You'll never regret it.

For your information and as a supplement to the Book Guide on available volumes, we list a review of the latest additions. Please note the code numbers given with each book; i. e.—B-291, F-292, etc. and use them in requesting loan of books.

### INSPECTION ORGANIZATION AND METHODS

By James E. Thompson

Furnishes industrial executives and supervisors with tested methods for improving effectiveness, simplifying procedures, and reducing costs in inspection departments. (Code F-308.)

### WORKING WITH PEOPLE

By Auren Uris & Betty Shapin

For management and especially for the front-line supervisor who works directly with the rank and file employee this book points the way to increased satisfaction and increased productivity on the job. Each chapter deals with a specific aspect of human relations on the job. (Code C-309.)

### PSYCHOLOGY APPLIED TO LIFE AND WORK

(2nd Edition)

By Harry W. Hepner

Introduces the facts, principles, techniques that can be used by student or layman in the ordinary course of experience for his betterment. Aid to success in developing one's self as a person, in promoting harmonious relations with others (Code C-310.)

### CLIMBING THE EXECUTIVE LADDER

By George Kienzie & Edward Dare

Clearly defined blueprint in building a career; admirably adapted for use as a text for courses in human relations or supervisory techniques—a self training course in the problems of business and in human relations. (Code A-311.)

### JOB EVALUATION AND MERIT RATING

By Eugene J. Bengt

Gives very latest information you need on “how to rate the worth of a job”—“how to determine employee worth in these jobs”—“how to set up a plan of wage and salary control based on factual knowledge.” (Code P-312.)

### THE PUBLIC RELATIONS HANDBOOK

By Philip Leely

Practical business-level suggestions and “how to do it” help for attaining an effective public relations program. (Code S-313.)

### MANAGING MEN AT WORK

By S. S. Santmyers

Addressed to individuals to whom someone daily says, in effect, “Make sure they get this work done.” Emphasis on “what to do” and “how to do it” and “who is to get it done.” (Code B-314.)

### DEVELOPING YOUR EXECUTIVE ABILITY

By Howard Smith

Guide for men aiming at success in business. Presents a specific, detailed, plan for developing executive ability; illustrates this by close-up studies of successful contemporary executives. (Code A-315.)

### GREATER PRODUCTIVITY THROUGH LABOR-MANAGEMENT COOPERATION

By Ernest Dale

Practical guide that gives you realistic information about how labor-management groups work based on their actual operation in scores of companies, large and small. Tested ways to get teamwork to step up output in your plant. (Code M-316.)

### WINNING YOUR WAY WITH PEOPLE

By K. C. Ingram

Tells you how you can win your way with people told in easy conversational style, without any preaching, without any “talking down”—in just plain, friendly, commonsense language. (Code C-317.)

### THE ART OF READABLE WRITING

By Rudolf Fleisch

Step by step this helpful book shows you how to attack any writing task from a bright, attention-getting beginning right through to a bang-up finish giving many examples of writing, good and bad and practical suggestions to help you write as naturally, clearly and easily as you speak. (Code S-331.)





Joe McMillan (center) receives congratulations from Tom Pender when re-presented with Freedom Foundation first place award for best company house organ promotion theme of Americanism. T. T. Arden (executive vice president, Grayson Controls Division, Robertshaw-Fulton) views check for \$1500 which accompanied award.

#### THE COUNSELLING INTERVIEW

By Clifford E. Erickson

Offers specific suggestions for conducting every phase of an interview. Dr. Erickson's direct, how-to-do-it approach focuses attention on how to plan, begin, analyze, conclude an interview. (Code K-323.)

#### BUDGETARY CONTROL

By Walter Rautenstrauch & Raymond Villers

For the first time, managerial approach to budgeting is fully explained. Covers budgetary control in all its aspects; presents actual methods and their application. (Code F-324.)

#### LEADING AND MANAGING MEN

By Douglas C. Lynch

Concerned with problems of developing your ability to handle people and to dispose of executive decisions it is your responsibility to make. (Code B325.)

(Other Library Additions Later)

## Who's Doing What

**A**PPOINTED general manager of Remington Rand's electric shaver division: H. C. Landsiedel. . . .

Senator Ralph E. Flanders (Vt.) was awarded honorary membership in **American Society of Tool Engineers** in March. Society's new president is J. J. Demuth, general superintendent and member executive committee of Sligo, Inc., St. Louis. . . .

New vice president of **American Brake Shoe Co.** is Raymond H. Schaefer (Company research chief). . . .

Eli Schnapper, with **L. Sonneborn Sons, Inc.** for 30 years, appointed manager of Sales Coordination of the Building Products Division. . . .

Appointed director of new business of **Work-Factor Co.**, N. Y. management consultants, is Dickey Dyer, formerly of Dyer Engineers, Inc., Cleveland. . . .

L. S. Chadwick, long-time president and chairman of **Perfection Stove Co.**, retired to the Board in March. Successor is D. S. Smith, formerly executive vice president. Elected secretary-treasurer: Geo. McCuskey. . . .

New plant manager of **Rosan, Inc.**, of South Gate, Calif., is Howard Suter, formerly Western Gear Works. . . .

R. C. Norberg retired in March as Board chairman of **The Electric Storage Battery Co.**

MANAGE April 1951

## ... Down His Throat?

(From Page 9)

tion of which you had no part, there is that tendency to "be damned if I will use it." But if you and your associates have been the ones to select the Eye Protection equipment (its ability to withstand impact having been determined), you will willingly wear it even though you might have been in a minority, selecting some other design than that favored by the majority.

One foreman, having determined the resistance to impact of several goggles, allowed his men to choose which model would be standard.

He found that, even though they did not choose the goggle of highest impact resistance, the men willingly wore what they selected and he had no further trouble, especially as the men themselves had written "wearing of goggles" into the operation manual.

Said this foreman: "Any man would bat the teeth out of another if he was caught without goggles on an operation requiring them to be worn."

This foreman went a step beyond the selection of a piece of safety equipment. He included the most skilled operators in a committee to develop an Operation Manual to cover all operations in his department. Of course, it included the use of the proper safety devices and proper protection of the operators.

Here again, as in the instance of the goggles, because the men had a part in the development of the Operations Manual, they not only adhered to it readily, but actually insisted that their associates do likewise.

So after all, safety is no complicated subject.

1) It is primarily taking advantage of that natural characteristic of the normal adult to wish to do the job correctly.

2) It is the foreman's responsibility to teach the operator correct methods, tools, protection.

If such a plan is initiated and followed up, accidents will be reduced to the irreducible minimum . . . and safety will have "arrived."

Any foreman will justifiably "swell out his chest" with well earned pride who can say: "I have not had a lost-time accident in my department this year." For he knows that because of his guidance there was no sadness in the homes of his men—no worrying how to pay bills because of lost time.

Yes, from the viewpoint of those who are in the business of developing helpful and effective safety equipment, supervisors have a singularly grave responsibility to think and plan and instruct and live safety—and do so in a manner designed to insure that their men will want to follow their leadership.

## They Keep The Fire Out

(From Page 16)

to ventilate enclosures, and hose masks, with fresh air supplied the wearers through hand or motor driven blowers; all-service gas masks, equipped with Model S canisters, or other masks with canisters for specific gases, likewise are provided workmen, for use in areas where there is sufficient oxygen, but where poisonous or asphyxiating gases may be encountered.

Workmen engaged in tank cleaning, and equipped with hose masks, safety harness and life-lines, are provided with "companion" workers, who remain outside the tank to provide assistance should the inside worker be overcome or injured, and unable to aid himself. Fans and ventilating devices are used to keep air moving in areas where explosive vapors might "pocket." Special precautions to detect concentrations of carbon dioxide are taken with air sampling instruments, so creation of oxygen-deficient atmospheres in, and around, working areas can be avoided.

Other safety equipment, use of which is mandatory under the safety regulations enforced by Captain Boylstein's Plant Protection Department, consists of respirators, used by crews engaged in unloading cars of grain, etc; skull-guards, the laminated plastic safety helmets for protection of workers' heads from falling objects; safety clothing and goggles for handling acids and caustics. Welders are provided with special types of goggles and face shields for protection of their eyes from harmful rays, and from spattering metal.

Truly, in distillery operations, safety equipment is a factor which has proven its value beyond all believable calculations.

# Management News

## Second Annual Battle Creek Area Management Forum

By Richard A. Corey

Battle Creek, Mich.—"The Foreman's Part in the Challenge of Tomorrow", was theme of Management Forum sponsored by Battle Creek Area Council of Foremen's Clubs. The all day session attracted 750 foremen and other management from southern Michigan cities.

"Welcome to Battle Creek" was from Mayor Wm. V. Bailey who pointed out that "On the industrial foreman depends the success or failure of the national defense effort".

Dr. Wm. Levy, acting executive vice-president of the National Assn. of Foremen, was introduced by John H. Carton, president, Wolverine Ins. Co., who presided at the morning assembly. Dr. Levy emphasized that management men must either "Grow or Go" and specified the great need "for pioneering leadership in these times."

Morning keynote speech was by Col. A. D. Howell, deputy director of civil defense for Michigan, who stressed the part management men must play in getting prepared for war now.

Purpose of the forum was to bring supervisors together with the top experts in management fields. Nine sectional conferences were held simultaneously in both the morning and afternoon.

A most popular session was "Applied Psychology and Personnel Relations," led by Dr. Charles S. Dewey, industrial psychologist from Chicago, who, with illustrated slides explained conducts of

morale surveys in industry to bring out problems and discussed ways of solving them.

Another was "Problems Solving Know-how for Foremen". Attending foremen were split in groups of six. Each group selected a spokesman and a problem: human relations, pay, promotions, malcontent and malfitting employees were then discussed, recommendations made. Panel members from Michigan State College were Claude Bosworth, James Apple, Robert Rompf, Paul Moore, Dr. Carl Frost.

Likewise popular was "Communication Through the Supervisory Structure" led by Wm. Manspeaker, Accident Prevention Engineer, Clark Equipment Co., who pointed out that information which enables a foreman to do a good job must have free passage both up and down through management group from president to first line foreman.

The panel on "Salesmanship, Distribution, and the Foreman", outlined how quality control and improved products were influenced by the foreman. Panel was led by Edwin Ebel, director of sales and advertising for Post Cereals Division of General Foods; Harold Weber, vice president of Foote, Cone and Belding Advertising Agency, Chicago; Walter B. C. Washburn, vice president of Young and Rubicam Advertising Agency, New York.

"Mechanics of the Free Enterprise System" led by Howard Rider, Eaton Mfg. Co., Battle Creek, gave a brief but concise discourse in economics, emphasized basic principles of the American System.

Robert J. Trivison, Parker Appliance Co., Cleveland, discussed "Production Incentives in Industry", analysing

profit sharing, piece work bonuses, etc. "Suggestion Systems—Principles and Practice", with discussion how a successful suggestion plan system can be set up and run to mutual benefit of employer and employee, was led by Harry J. Richey, National Biscuit Co., New York, past president of the National Association of Suggestion Systems with assistance of S. A. Rubenstein, president of N.A.S.S.

"Industrial Safety Programs" stressing "Cooperation is the Keynote", gave the latest approach to the problems of promoting and organizing safety programs. This was explained by Harold Lillie, Director of Lansing Safety Council.

A panel of members of the Lansing Chapter, National Association of Cost Accountants, emphasized "Problems of Industrial Accounting" and how they affect all branches of supervision. Panel participants: Raymond Sanger, C. Russell Clausen, C. Robert Angell, Anton F. Bos.

Afternoon session was opened by freshman coach of University of Michigan, Wally Weber, who gave highlights of the 1951 California-Michigan contest shown in technicolor.

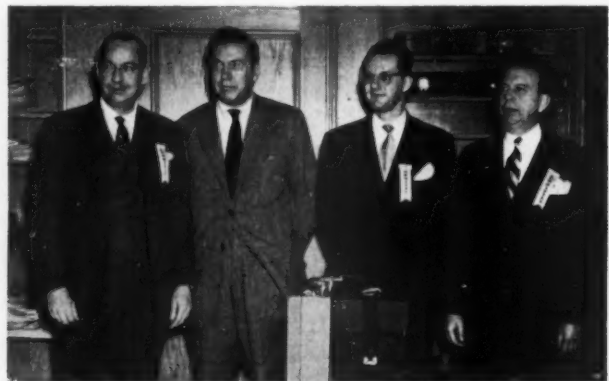
Wesby R. Parker, general manager, Post Cereals Div., General Foods, presided at afternoon assembly. He introduced Gordon Morrison, Kellogg Co., chairman of B. C. Area Council, who awarded certificates of appreciation to Willis Davis, Clark Equipment, for serving as last year's general chairman, and to Charles Clark, Oliver Corp., who handled the 1951 Forum.

Dr. Alfred P. Haake, mayor of Park Ridge, Ill., industrial authority and economist, closed the Forum insisting the time is rapidly approaching when both people and government will have to learn to live within their incomes.

Dr. Haake emphasized important part foremen, as leaders, will play in the "Challenge of Tomorrow." (Photos by Al Potts, Clark Equipment Co.)



MANAGEMENT EDUCATION—Some of the discussion leaders at Second Annual Battle Creek Management Forum in February. Left to right (left photo): S. Burlingame; S. A. Rubenstein, president National Assn. of Suggestion Systems; H. Richey, National Biscuit Co. and past president N.A.S.S.; H. Shroyer. They discussed "Suggestion System—Principles and Practice." Right photo: R. W. Ful-



ton; E. Ebel, Post Cereals Divn., General Foods; H. Weber, Chicago vice president, Foote, Cone, & Belding Advertising Agency; Walter Washburn, vice president, Young & Rubicam Advertising Agency, N. Y. They presented "Salesmanship, Distribution and the Foreman." Some 750 attended the Forum.

## Kettering at PAA

Miami—The Pan American Airways Latin American Division Management Club was fortunate in obtaining Dr. Charles F. Kettering as principal speaker at their recent monthly meeting. Dr. Kettering, one of the foremost creative thinkers of our times, was very optimistic over the possibilities of future inventions and developments; however, to realize these possibilities and make them realities, he stated, "We must face the future with an open mind and a willing hand. One of the greatest mistakes we all make today is to accept one way of doing a job as being the only way. For example, whenever anyone writes a text book on a subject, most people accept this book as the authority. It is essential to have group meetings to coordinate various phases of a project; however, creative thinking must be done individually and is best accomplished alone."

After completing his talk, Dr. Kettering participated in a question and answer period.

The Management Spotlight feature was given by Vice President W. L. Morrison. The NAF Standard of Excellence Plaque was proudly presented to the membership by the Club President Richard M. Adams.

The legislative spotlight feature was given by "Mat" Matturro who highlighted latest national and state legislative measures.—R. J. Moore.

## Dayton bowlers win meet

Dayton—The bowling team representing the Foreman's Club of Dayton won first place in the National Tournament sponsored by The National Association of Foremen, held in Hagerty's Alleys in Toledo, Ohio, March 3-4.

Tournament was conducted on an "over average" basis. The Dayton team took the event with a margin of 200 pins over the second place team. Virgil Kuntz, captain of the Dayton team, reported that William Mattox led his team mates with an over all total of 787 actual pins for the four games rolled on four different alleys. Mattox carries an average of 145, and his 787 gave him 207 pins "over average" for the four games.

Other members of the Dayton team and their four game average and actual pins are Virgil Kuntz, 664-717; Robert Orrill, 620-693; Herbert Weaver, 624-686; Ray Baughman, 660-749.

First place carried a \$200 prize in cash and a revolving trophy which becomes the property of any club winning it on three occasions. Each bowler on the team also received an individual trophy.

William Mattox finished second in the singles on an over average basis and earned an additional prize of \$50.

Nearly 300 teams from all sections of the United States participated in the classic.

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Dean of American Inventors, GM's Charles F. Kettering, as he sparkles Pan American Management Clubmen at their February meeting in Miami. PAA Vice President W. L. Morrison grins "uproariously."

## Chrysler may supplement 'salaried' pension plan

Detroit — Chrysler Corporation on March sent to stockholders its proxy statement for the annual meeting to be held in Detroit April 17. Additional nominees for the Board include George W. Troost, vice president and comptroller, and James C. Zeder, director of engineering and research, who has just been made a vice president. The management also submitted to stockholders a Supplemental Pension Plan for salaried employees. This plan was formulated and recommended by a committee of the Finance Committee of the Board, none of whom would participate.

The proxy statement points out that the Company has two sets of pension plans now in effect: (1) Non-contributory pensions negotiated last year with the unions for employees that they represent and corresponding pensions arranged for other employees. These pensions, which were increased during the year, cover approximately 120,000 hourly-rate and salaried persons at an annual cost to the Company of approximately \$8,272,000; (2) contributory pensions authorized by the stockholders in 1941 that provide retirement in-

come for eligible employees receiving salaries in excess of \$250 per month. This plan, the Salaried Employees Retirement Income Plan, covers 6,272 employees, including nine officers, all of whom voluntarily contribute to it. The cost to the Company last year for this plan was approximately \$2,243,000.

In recommending the Supplemental Pension Plan to the stockholders, the Board of Directors stated: "The Board of Directors believes that the present pension arrangements for salaried employees are not adequate. Although salaries have risen in keeping with the sharp and sustained rise in living cost that has taken place, the benefits provided under the Salaried Employees' Retirement Income Plan have not increased correspondingly in the case of the older salaried employees to the extent that they are based in part upon service rendered up to 25 years in the past when the general rate of compensation was lower. This, with the limits that the Corporation's Salaried Employees' Retirement Income Plan fixes on pensions, results in retirement benefits in some cases being as low as 12% of current salary."

The Supplemental Plan aims to correct these defects. The rate of pension in general would be one-eighth of one



per cent of the employee's average monthly salary during the latter half of his employment, multiplied by the number of months of his employment up to 300 months. The pension would be a life annuity payable on his death to his beneficiary under conditions that are usual in annuities of this type.

The cost of the pensions under the Supplemental Plan would be borne entirely by the Corporation. It is estimated that the initial annual cost of future benefits would be approximately \$155,000. If the Corporation determines to fund the plan, the total cost to the Corporation of providing for all past service benefits is estimated at approximately \$3,750,000. If amortized over a period of 30 years, it is estimated that the average annual cost to the Corporation of past service benefits would be approximately \$175,000.

### Briggs extends invitation to its 'World's Greatest'

Detroit—Members of all NAF clubs in the Detroit area are invited to attend the Briggs Management Club's fifth annual spring frolic on April 21.

Billed as the "World's Greatest Dance," the event promises to live up to that claim. Four orchestras—Harry James, Elliot Lawrence, Woody Herman, Ray Gorrell—will be featured. Event will be held in the spacious Coliseum and Agricultural building at the State Fair Grounds in Detroit.

In addition to the outstanding musical offerings, each ticket holder is entitled to a chance on the eight big door prizes, headed by a 1951 DeSoto sedan. Other prizes include a 19-inch television console, 10 cu. ft. refrigerator, automatic dish washer, automatic clothes washer, deep freeze unit, electric push button range and a clothes dryer.

To top things off, admission price is a mere \$1.20 per person! Clubs wanting to purchase tickets may contact the secretary of the Briggs Management Club or individuals may buy them from club members or at Cunningham and Kinsel drug stores in Detroit. Proceeds are the main source of revenue for the Briggs Club and are used to finance its scholarship fund, education classes, annual family picnic, children's Christmas party, similar functions.

### Stokes foremen train sights on problems

Philadelphia—Under chairmanship of Eugene McClurkin, maintenance foreman, department heads in F. J. Stokes Machine Company's plant here have themselves formed a plan to expedite movement of jobs through the shop. Dinner meetings are now held once a month at which guests are invited to speak on subjects such as "Maintenance," "Quality Control," etc. Group then returns to the plant for a 2-hour discussion of departmental

problems with an eye to familiarizing all department heads with the special problems of each and of determining how each can simplify the problems of the others. This group has already discussed new procedure and operations that are going into effect since opening of the addition to the Stokes plant in March.

Some department heads are members of outside industrial groups from which they bring in and share constructive ideas for improvement in shop operation. The plans developed are proving helpful to current production schedules.

### Columbus in pilot security project

Columbus, Ohio—At the March dinner meeting of the Foremen's Club of Columbus, a challenging project was offered the club by Dr. William E. Warner, executive director of civil defense, State of Ohio. Outlining a three-point plan for industrial security—organization, emergency action and rehabilitation—he requested that the club spearhead a national industrial security project with a pilot program. This program is to be based on a defense manual now being completed by Dr. Warner and E. E. King, industrial

coordinator, Ohio civil defense staff. Challenge was accepted by Larry Borosage, chairman of the local club's education committee, who announced plans for training of key personnel.

Carrying a double title of "Free Enterprise—Visiting Club Night" the meeting was attended by nearly 500 members and 15 representing neighboring NAF clubs who heard the famous news analyst, Quincy Howe, speak on "The Welfare State." At the meeting, seven members were certificated in "History of American Industry" by instructor John Hoagland of O.S.U. W. J. Mowery distributed certificates to 27 who completed the NAF Code of Ethics course. Meeting was under sponsorship of Ranco Inc. with E. C. Raney, president and general manager, as co-chairman.

NAF Area Manager Ray F. Monsalvatge, Jr., held a one-night stand at the Columbus Club and local shop clubs conducting a conference on Club Officer Training which was well attended and very valuable.

On March 30 several hundred Club members and their ladies toured the giant Buckeye Steel Castings Co. where world famous rail trucks and couplings are made.

In management it's "Grow . . . or Go!"



FRAGRANT?—Retiring Secretary Harold Johnson of Louisville Association of Management People cuts the cheese as Food Committee chairman at Association's February stag. Over 400 attended.

## New management clubs

Dayton—New clubs which have recently affiliated with The National Association of Foremen are:

Karpen-California Management Club of S. Karpen Brothers, Huntington Park, Cal. Officers: A. Adams (P.), W. R. Singer (V. P.), I. King (S-T).

North American Aviation Management Club of North American Aviation, Inc., Columbus, Ohio. Officers are H. H. Vaughn (P.), V. Hickey (V. P.), L. Wildermuth (S.), Joe Hauser (T.).

Pacific Western Management Club of Pacific Hard Rubber Company, Los Angeles, Cal. Officers: E. H. Boal (P.), W. C. Schiemer (S.), W. K. McPherson (T.).

Putnam County Foremen's Club, Ottawa, Ohio. Officers: C. G. McDonald, Sylvania Electric Products (P.); L. Ice, Buckeye Sugar Company (V. P.); J. A. Gilmore, Sylvania Electric Products (S.); H. Neuschwander, F. C. Russell Co. (T.).

The White Motor Supervisors Club of White Motor Company, Cleveland, Ohio. Officers: R. L. Nancarrow (P.), R. Fletcher (V. P.), B. McNeil (S.), B. Broeker (T.).

## Lockheed adds scholarship

Burbank, Calif.—Three \$250 scholarships will be awarded this year by the Lockheed Management Club to winners of the group's annual essay contest according to D. M. Tuttle, president.

In 1950 two scholarships were given, but an increase in funds just voted by the club's board will provide a third award this year. Essays of the three Lockheed winners will be judged along with winners from other management clubs in the area to determine who receives an additional \$500 scholarship.

Contest is open to seniors (class of 1951) of any accredited high school in California who are sons or daughters of Lockheed employees. Subject: "Will Further Education Increase My Opportunity in Industry?" Deadline for submitting entries is May 1.

Winners may select any accredited school they wish to attend, but if enrollment has not been made by October 1, the award will revert to the scholarship fund. Winners who enter the armed forces before October 1, however, will receive the award in cash.

Entrants will also be judged on scholastic records and participation in school activities. A certificate of award will be presented to the winners at the May 19 annual dinner-dance meeting at the Ambassador Hotel.

With the reactivation of the Air Force bomber plant at Marietta, Georgia, by Lockheed, sponsorship of a new management club to be affiliated with The National Association of Foremen is expected.



President Clifford E. Frishmuth (left) of Supplee-Wills-Jones Milk Company extends congratulations to Walter Hensel, retiring president of Supplee-Clover Management Club, on job well done throughout 1950. Picture was taken following presentation of Company Progress and Earnings Report by Mr. Frishmuth to 165 members of the Management group.

Operations at the Marietta plant, which will be a division of the Lockheed Aircraft Corporation, have begun under the direction of James V. Carmichael, general manager, and a number of key administrative personnel who transferred from the parent company.

Mr. Carmichael served as manager of the Marietta factory during World War II and has the advantage of a local background.

The first job of the reopened standby plant will be to modify a number of B-29 bombers now stored in Texas and put them in combat condition. Later plans of the Air Force contemplate refitting the plant for a production job on a current military airplane.

During World War II the Marietta factory turned out B-29 bombers and reached a peak employment of 28,113 in February 1945. Since the war the plant has been used for storage of machine tools.

The nucleus organization assigned to Marietta has recruited a work force sufficient for present needs from local sources in so far as possible in order to take advantage of the many former technical and administrative employees of the plant still in the area. The present plans call for employment of only 2000 by the late fall of 1951.—R. J. Cook.

## Levy at Huntington

Huntington, W. Va. — Dr. William Levy of the National Association of Foremen was principal speaker at the February meeting of the Huntington Foreman-Managers' Club. Bill gave us a "bang-up" address on "Management Should Be a Profession."

The club unanimously passed a resolution endorsing pending state legislation for an increase in teachers pay. Secretary was instructed to send copies

to elected representatives from our district and to editors of local papers.

On February 20, J. V. Kappler, NAF area manager, conducted a club officer training program which was stimulating and provocative. His principal criticism of our activities was that our programs did not allow for enough member participation nor provide management training.—Jack Steelman.

## Carborundum in record year

Niagara Falls, N. Y.—Net sales of \$56,683,148 in 1950 topped all records for The Carborundum Company and exceeded its 1949 sales by 46%, President H. K. Clark disclosed in his annual report to stockholders.

Total net income of Carborundum, also a record high, was \$7,530,859, or \$14.79 per share of outstanding stock, as compared with \$1,475,038, or \$2.90 per share for 1949. Of the total net income, domestic operating profit accounted for \$5,100,204 and \$2,430,655 consisted of non-operating income.

The excellent results obtained in 1950 reflect favorably, Mr. Clark said, on the effectiveness of the Company's three-year modernization and rehabilitation brought to completion in its major aspects in 1949.

Mr. Clark expressed appreciation to all employees and said the successful operations during 1950 were the result of the efforts of all who comprise the Carborundum organization. Cooperative employer-employee relations were maintained throughout the year, he said, with all negotiations and discussions carried on in an atmosphere of good-will and fair dealing. With improved conditions the Company provided steadier work for more employees, higher rates of pay, broadened and increased employee benefits such



Meet Dubuque Foremen's Club officers during recent installation by NAF President Ray Arduser (from left): Nauman (2nd V.P.); Geo. Arduser (T.); Kormann (P.); Utzig (S.); Mr. Arduser; McKinney (1st. V.P.).



EDUCATION—When twenty members of Inland Management Club attended Conference Leadership Program conducted by Dr. William Levy, NAF acting executive vice president, March 5-7, sponsored by the Club. Club's membership is comprised of supervisors and other management personnel of Inland Steel Company's Indiana Harbor Works.



When Company's Director of Labor Relations Samuel L. H. Burk, addressed Pittsburgh Plate Glass Management Club at Baltimore on "Personality Diseases of Executives" in February. From left (seated): Assistant Divisional Manager Heroy, Mr. Burk; (standing) Club officers Polk (B. of C.); Kidd (S.); Jones (T.); Nitsch (V.P.); Pauly (P.).

as health, accident, group life insurance and pensions.

Mr. Clark, now serving in Washington as Vice Chairman of the Munitions Board of the Defense Department, said the "Company's future is bound up with international conditions and our Government's resultant policies. For a third time in our generation a power hungry aggressor is on the move. For a third time our country rises to the issue between tyranny and freedom.

"Many Carborundum employees have already been called into the armed services. In view of the international situation, it appears that all of us, wherever we may be, will as citizens be working toward the same objective—the preservation of our free way of life."

### Atom topic at Briggs

Evansville, Ind.—Briggs Management Club held their monthly dinner meeting at the Vendome Empire Room. Guest speaker for the March meeting of Briggs Management Club was Major Carl Bosecker. His subject: "Elementary Principles of Atomic Explosion." He emphasized the great hazards as a result of the blast, fire, and the effects of the radio-active particles present with such an explosion, and urged full cooperation with the Civil Defense Program.

H. E. McClellan, national director, reported on the National Board of Directors February meeting.

A certificate of recognition was presented to H. N. Napier, past president, for his leadership during 1950.

Inscribed gavels were presented to all past presidents of the club since its organization in 1946. Those so honored: K. S. Crawford, H. E. McClellan, H. E. Mack, H. N. Napier.

Club has adopted the plan of a suggestion box, available to all members to voice their opinions in betterment of the club.

Recognition was given to the supervision of Metal Division during the meeting. A movie was shown on the making and forming of metal.

Entertainment was furnished by Jack Smith Instrumental Quartet.—E. Newman.

### Amends constitution

Columbus, Ohio—Two amendments were voted to the constitution of C.B.F. Management Club of Columbus Bolt & Forging Co. at the meeting in March.

Gordon S. Collins, Industrial Division of the Fuller Brush Co., was one of the speakers in conjunction with the film, "From Bristles to Brushes."

Royce F. Call, Company vice president in charge of manufacturing, was the current event speaker.

Robert J. Brillhart, assistant purchasing agent, was acting program chairman.

The amendments are: The five im-

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mediate past presidents shall serve as an advisory committee to the president. The chairman shall be the immediate past president. Such committee shall be called by the president for such advice or duties as may be assigned by the president. The other changes the annual meeting and election of officers from October to May, following the October 1951 election, with installation the first meeting following the annual meeting.

The five past presidents are: Bob Deyo, Herman Diltz, Carl Rogers, Leiland McDaniels and John Finley. Mr. Finley will be the chairman under the new amendment.

The annual meeting date was changed to enable the new president to be installed in June, work on committees, etc., during the summer months, and attend NAF Convention at the start of the administration rather than toward the end as in the past.—J. Meinhardt.

## Sherwin-Williams ladies night

Chicago—On March 6 members of the Chicago Plant, Sherwin-Williams Management Club, entertained wives and sweethearts at the annual "ladies night", amidst fine surroundings of the Midlothian Country Club. Following a good dinner, women were presented with home staplers bearing inscription: "NAF Ladies Night 1951."

President Fred Danahy, after a brief welcome to guests, presented Entertainment Chairman Ken Brown who introduced Mrs. Lucile La Chapelle



'Twas Ladies Night . . . at Sherwin-Williams Management Club, Chicago, March 6.

from Northwestern University. Mrs. La Chapelle gave a humorous dissertation on "Effective Speaking," both what to do and what not to do. Entertainment and dancing followed.

Special guests were J. N. Morris, Sales representative from the Pacific Coast; Mrs. L. E. May, widow of one of the Club's late members; "Monk" May; and Mr. and Mrs. Harmer from the Wyman-Gordon NAF Club, Harvey, Ill. —R. Davis.

## Bullying foremen gone says McCann

Jamestown, N. Y.—In the past 35 years, qualities of leadership have replaced brute force as the necessary requirement to become a foreman, Thomas A. McCann, personnel special-

ist for Sylvania Electric Products, Inc., told the Dahlstrom Metallic Door Company unit of the National Association of Foremen, at its January meeting. Formerly, the foreman held his job through his ability to maintain his position with physical force.

The speaker stressed the NAF is a medium for the exchange of information confronting its members throughout most industries in the nation. It is not a union nor is it designed to lend job security through pressure, he said.

The meeting was attended by nearly 50 foremen and officials of the Dahlstrom company, including Paul N. Anderson, president and general manager; Elmer V. Lindstrom, general superintendent and Carl T. Bergstrom, vice president.

## New plan on industrial training by I. C. S.

Scranton, Pa.—A new kind of industrial training plan enables individual companies to organize different courses of study for each worker who needs training in specific operations. It is called the "Selective Plan" and was recently introduced by International Correspondence Schools here to supplement the long-term "standard" I.C.S. training plans.

Under the Selective Plan, a company has immediate access at any time to 2,000 lesson-texts that cover nearly all trades and industrial technologies. According to Glenn A. Oman, director of Industrial Service for I.C.S., this means greater flexibility and speed when only a certain amount of training is needed to get certain jobs done.

It works this way: the company itself, (rather than the individual student as under other plans,) registers with I.C.S. The company's training director, or whoever heads up its training project, keeps an eye on new training requirements as they turn up in plant and office. He meets these by ordering out whichever lessons he needs from the 2,000-volume I.C.S. lesson library; distributes them to

## Tips

There's so much we want to say  
These few words can't tell,  
For we miss you every day,  
Hurry and get well.  
The Magnavox Management Club.

## Get-Well Card Helpful

ONE of the services offered by The Magnavox Management Club at Fort Wayne, Indiana is in the form of a get well card. It is sent to all salary and factory workers who are away from work due to an extended illness. The Company nurse keeps a record of such persons who are absent for a period of time due to illness and advises the Club's "Sick and Welfare Committee" Chairman Lawrence Slick who sees that the cards are sent.

Besides creating good will this card serves as a Club advertisement for the foreman and supervisor since the workers that may receive these cards will come to the foreman or supervisor and thank him for the card. If he is not already a member of the club, he will investigate the originators of the card and will therefore be another man that will hear about the principles of the National Association of Foremen.

—G. D. Stauffer

trainees, who turn in their examination papers to him as they complete each lesson. These go to I.C.S., where a staff of 75 instructors corrects and grades the papers, returns them to the company for its progress records.

In outlining the plan, Mr. Oman points out that a company training 50 men, (for example,) in different operations of its business can conceivably build 50 different courses of study. One man may need six lessons in his specialty; another, only three lessons in another specialty, and so on. The registration fee, \$35, is paid only once, and each lesson, including the I.C.S. instruction service, is charged for at a flat \$4.50 rate.

A company subscribing to the Selective Plan orders its lessons from the I.C.S. School Catalog, which summarizes the contents of each lesson. I.C.S. informs the company when a text has been revised or a new one added. For more details write Glenn A. Oman, I.C.S., Scranton, Pa.

## Panel on advertising at Hamilton

Two Rivers, Wis.—Advertising was subject in a panel discussion planned by the sales division of the Hamilton Manufacturing Company at a recent meeting of the Hamilton Foremen's Club. Purpose was acquainting foremen and sub-foremen with the many phases of the firm's sales work.

Participating were R. V. Newbell, vice president of the Le Vally Company, Chicago, handling the Hamilton dryer advertising; R. V. (Bob) O'Brien, vice president of the Richard H. Brady Company, Inc., Stevens Point, handling the Hamilton professional lines; C. D. Ketchum, director of advertising, Hamilton professional lines; J. W. Christensen, director of advertising, home appliance division, and R. G. Halvorsen, sales manager of the contract-distributor division.

With Mr. Halvorsen acting as moderator and introducing the panel members, each speaker presented a segment of the topic, commencing with history of advertising and summing up with specific examples of the Hamilton company's advertising contribution to the efforts of the dealer selling organization.

Mr. Newbell traced the history of merchandising and advertising from the early days to the present, giving interesting examples of the power of national advertising to promote brand names and supplement the efforts of personal sales representation.

Mr. O'Brien described the complications of the modern advertising task, related the various factors which now go into a modern presentation, and enumerated the processes which go to make a modern effective advertising campaign.

Several classes of advertising were listed by Mr. Ketchum, who explained the extent of Hamilton advertising in each of these categories, emphasizing the significance and value of each type.

Mr. Christensen completed the presentation by giving an actual sales talk covering the dryer advertising program exactly as it would be given by a Hamilton representative to a representative group of dealer salesmen.

Following the presentation E. P. Hamilton, president of the Hamilton Manufacturing Company, informally reviewed the program emphasizing the part to be played by the Hamilton management group in order to take full advantage of the good work done by the many components of the firm's advertising effort.

During the business meeting which preceded the program, it was voted to elect A. H. Lohman, retired purchasing agent of the company, an honorary member of the Hamilton Foremen's club.

Door prizes were won by C. D. Ketchum and Reine Gleichner.

## Maytag hears about bomb

Newton, Iowa—The horrible potentialities of the atom bomb were graphically described at the February meeting of the Maytag Management Club, and a large number of guests. Wayne Guthrie, *Indianapolis News* correspondent who covered the Bikini atom bomb tests in 1946, was speaker. Special guests included presidents of Newton service clubs, Chamber of Commerce, civil defense officials.

Guthrie, in explaining the background of the two atom bomb tests at Bikini, said that the only true safeguard against use of such weapons on civilian populations is world peace.

After describing the destructive power released by the two explosions at Bikini, Guthrie displayed a sequence of 35 pictures of the tests, taken by the armed services at Bikini with automatic cameras operated from robot planes.

Other guests, introduced by Charles Gecan, who also arranged the program, included Chris Hansen, trainee; Matt Goree, *Bulletin* editor; Earl Bower, Standard Industrial Compounds, Chicago; Gerald Paarkooper, Koch Brothers, Des Moines; Irene Goodhue, Maytag home service director; H. A. Lynn, Newton High School principal; and the eight Newton High School seniors who are candidates for the Management Club's \$500 scholarship award. —D. Combs.

## Grayson learns about defense problems

Lynwood, Calif.—Lt. Col. Walter Burroughs, Ordnance Corps. Res., spoke before the February meeting of Grayson Administrative Conference on "Procurement and Industrial Problems Related to the Defense Effort."

Vern Pope, NAF director, presented club President Fred Beck with an Excellence Plaque for 1950 and an Excellence Certificate for 1951 for the club.

Tom Pender announced the winning of first prize of \$1500 by the company house organ "The Relief Valve" edited by Joe McMillan for promoting the theme of Americanism. Contest is sponsored by the Freedom Foundation. Presentation of the award was made to Joe at Valley Forge, Pa., on George Washington's birthday by General Omar Bradley.

It was announced by Fred Beck that the G.A.C. had been awarded points for being instrumental in getting Karpens Bros. to form a new NAF affiliated club.

The club was informed by its Educational Committee Chairman John Byrne of a series of four meetings for club members to be held to discuss "Robert's Rules of Order."

Harry Ryman, Sports Committee chairman, reported that the G. A. C.



Chicago Dixie Cup Management Club officers . . . during installation by NAF Director Jerry Turek. From left: Bragg (T.); Roetschi (V.P.); Schaefer (P.); Mr. Turek; Gerrity (S.).

had entered a five man team in the Second Annual NAF Zone "A" Bowling Tournament held in Los Angeles in February. Reported also that the regular monthly G. A. C. Golf Tournament was held at Alondra Park with a new twist added in that employees from the shop played with the G. A. C. members in mixed foursomes. A fine time was enjoyed by all.—Al Casey.

## Management Club Briefs

**M**ARCH meeting of McCray Management Assn., Kendallville, Ind. was annual sports night. Special guests included local school coaches and teams. . . .

Kokomo Foremen's Club members heard Frederic Colyer Snyder on what's ahead in science and how vital is faith in Christianity at March meeting. J. P. Frederick, Dirilyte Co. of America president, introduced him. Kokomo Schools Superintendent Swihart spoke on need for public kindergartens and Club President Schumacker urged renewal of Club's get-out-the-vote campaign. . . .

New officers of Lake Erie (Engineering Corp.) Foremen's Club, Buffalo, elected March 7 are: Knowles (P.); Schaefer (V.P.); George (S.); Peer, re-elected (T.); board members: Delfield, Kuhnle, Kendron. . . .

Sun Oil Company's Toledo Refinery Superintendent Harron is new president of Foremen's Club of Toledo and succeeds incumbent Mann come the autumn. Others elected: Champion Spark Plug's McCracken (1st V.P.); Standard Oil's Black (2nd V.P.); Baumker (S.) now completing 25th year in this post. . . .

Rev. Howard Mumma was February speaker at Grand Sheet Metal Products Management Club, Chicago, dwelling mainly on communism. . . .

Considerable local paper news and editorial comment accompanied Ohio Rubber Company Club's (Willoughby, Ohio) certification under the NAF Standard of Excellence.



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# SAFETY SALON



"Safe" superintendents of Dravo Corporation Machinery Division projects received awards recently for completing consecutive numbers of manhours without lost-time accidents on their jobs. J. B. Kovach (center), safety supervisor for the division, presents luggage to Superintendent W. G. Weller. Others in the picture who received luggage are (left to right) Glenn Spearman, F. O. Moore and E. J. Turnbull.

## Safety awards to Dravo supers

Pittsburgh—Twenty-three superintendents of Dravo Corporation Machinery Division projects operating out of the Pittsburgh area were honored February 26 for safety records on their respective jobs. Awards were made at the annual superintendents' meeting.

Four of the superintendents were presented with sets of luggage for completing 200,000 consecutive hours or more without a lost-time accident on their individual projects. They are F. O. Moore, H. E. Whitney, E. J. Turnbull, Glenn Spearman. Their safe hours totalled 888,820.

Six superintendents received auto fire extinguishers for completing between 100,000 and 200,000 consecutive hours without a lost-time accident on their jobs: E. A. Forsyth, Arthur Maxfield, F. A. Burkes, R. S. Dysert, T. H. McElwee, C. W. Holzapfel.

Certificates for more than 10,000 safe hours were given M. H. Stern, C. J. Rettinger, J. H. Fenwick, U. B. Brumbaugh, F. B. McCormick, C. V. Ayers, D. M. James, A. W. Lynn, H. H. Loudermilk, W. T. Nutter, E. R. Dysert, R. S. Crook, C. C. Connor.

A special award was given W. G. Weller, field superintendent, for having operated small projects during the

past 12 years without a single disabling injury to any of his crews.

J. B. Kovach, safety supervisor for Dravo's Machinery Division, pointed out that the division's 1950 safety record was considerably better than the national average as compiled by the Department of Labor of 16,321 construction firms engaged in installing machinery and equipment.

Dravo's Machinery Division accident frequency rate last year was 6.5 lost-time injuries per million manhours worked in comparison with the national average of 46.7. The accident severity rate (number of days lost per 1000 manhours worked) was 3.5 for Dravo in comparison with the national average of 8.3.

## AC Spark Plug sets record

Flint, Mich.—A new safety record in the automotive industry was attained when AC Spark Plug Division of General Motors employees in 1950 worked 15,071,464 hours without a lost-time accident.

The record achievement was made possible by the concerted effort of all employees, George Mann, Jr., general manager, said.

## American Box wins safety award

Cleveland—Safest woodworking plant in Ohio, was the honor bestowed on The American Box Co. here—a feature of the 20th Annual Greater Cleveland Industrial Safety Campaign—it was announced recently by George H. Kubes, Company president. "We lost no



manhours due to injuries during the entire year," he stated.

The Safety Award, a yearly citation approved by the Industrial Commission of Ohio, was presented to representatives of American Box: Henry S. Kubes, vice president and Edward A. Kubes, production superintendent.

The Cleveland firm is one of the nation's "big 5" manufacturers of wirebound crates, wood cleated panel boxes, nailed wood boxes.

#### AO Eye Safety Guide ready

Southbridge, Mass.—A new, revised issue of the "AO Eye Safety Guide" listing eye-hazardous occupations and

the recommended eye protection for specific industrial eye hazards, has been prepared by American Optical Company.

Completely illustrated, the guide is an ideal reference chart in that it contains a careful summary of recommendations made by the Safety Engineering Service Bureau of AO for eye-hazardous jobs throughout many industries. It indicates quickly where eye hazards are most common and the types of protective devices necessary.

Free copies may be obtained from American Optical Company branches located in all principal industrial cities.

## the Foreman Market | for plant tools and equipment

#### Clark magazine reports new equipment

Battle Creek, Mich.—In the current issue of its magazine MATERIAL HANDLING NEWS just off the press, Clark Equipment makes a report to industry on its "new and better" Mechanized Materials Handling.

Among subjects covered are the Dynatork Drive, a Clark development which transmits engine power to the drive-axle by magnetic induction, across an air gap, and eliminates the conventional clutch; an improved line of electric battery-powered fork-lift trucks, incorporating many exclusive features; the newly developed Clark powered hand-pallet trucks with their exclusive "motor mounted in the wheel"—the Electro-Lift, with battery power, and the Hydro-Lift, gas powered and driven by a hydraulic motor; its new Model-B Clamp; the new Pul-Pac, which eliminates use of conventional pallets and handles loads on a low-cost paper carrier sheet; a number of new attachments for special handling needs of various industries.

In addition to the regular mail distribution, it is Clark's plan to distribute the "What's New and Better?" issue of Material Handling News at the National Materials Handling Exposition at the International Amphitheatre in Chicago, April 30 to May 4. A novel feature of the mailed edition is the insertion in each copy of two invitation-registration tickets to the Exposition, to stimulate interest in the show and promote attendance.

Copy of the magazine will be mailed at no charge on request on regular business letter-heads to the Clark Equipment Company, Industrial Truck Division, Battle Creek, Mich.

#### Lyon-Raymond offers heavy duty spacemaker

Greene, N. Y.—Expansion of the Space-Maker line to include a 4000 lb. capacity model for stacking and tiering skids has been announced by LYON-Raymond Corporation.

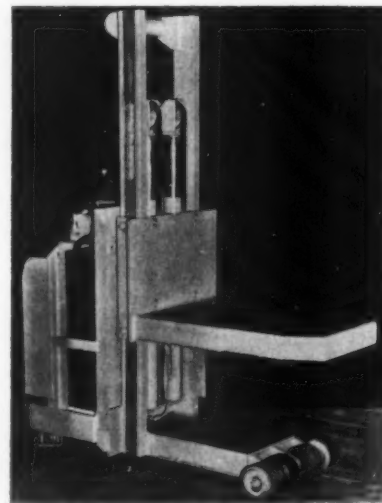
All features of the SpaceMaker which allow it to be used in narrow aisles and crowded working areas have been incorporated in the heavier capacity truck.

The new model is available with a standard 24-inch wide platform with lengths ranging from 30 inches to 48 inches. It is offered with a lowered height of either 7 inches or 11 inches. With the standard 83-inch mast, 58 inches of elevation can be furnished. Four wheels with heavy duty rubber tires support the load. Tractor is equipped with a 10-inch drive wheel and two 7-inch stabilizing wheels mounted on a spring suspended swivel caster.

These wheels also have rubber tires.

The space saving feature of the truck allows it to right angle stack from aisles only 24 inches wider than load length. A 36-inch-long skid platform, for instance, can be right angle stacked from a 5-foot-wide aisle.

LYON-Raymond plans to exhibit the new model at the 4th National Materials Handling Show in Chicago, April 30-May 4. Inquiries should be mailed to LYON-Raymond Corporation 285-79 Madison Street, Greene, N. Y.

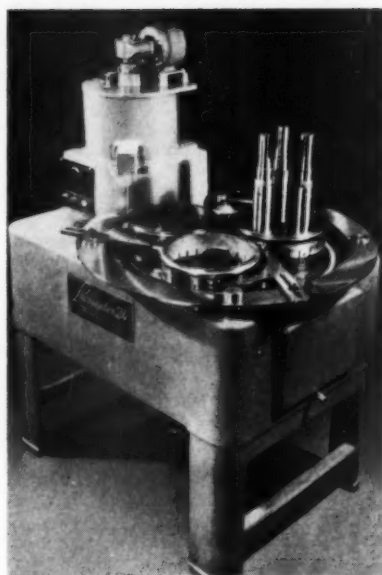


Heavy duty Spacemaker . . . by Lyon-Raymond.

#### New attachments speed Lapmaster production on special parts

Chicago—Two special standard attachments for the Crane Packing Company Lapmaster enable users to speed production and simplify handling of certain types of parts. These developments, the "roller bar" attachment and pneumatic lifts, were recently introduced to bring a wider range of work to the point of practicality in lapping.

In the Lapmaster principle of operation, parts are held inside inexpensive micarta workholders which fit into conditioning rings.

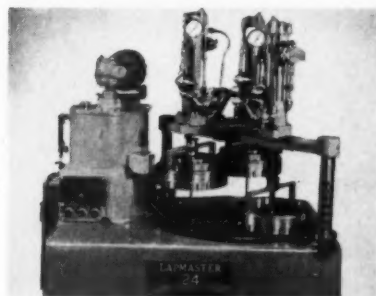


Standard Lapmaster is equipped with roller attachment for retaining and adjusting the conditioning rings. It allows the lapping of high parts and speeds the loading and unloading of parts heavy enough to lap their own weight. Crane Packing Co., Chicago.

These rings float on the lapping plate, and revolve on their own axis from the action of the rotating lap plate. Their function is to hold the work, and at the same time, continually condition the lap plate during machine operation—thus completely eliminating down time for dressing of the plate surface. Properly engineered compound-vehicle mixture is continuously agitated in a mixing tank, and flows automatically to the plate throughout the lapping cycle.

In the standard Lapmaster models, the conditioning rings are adjusted to maintain flatness of the plate by means of an overhead "spider-bar" arrangement. This allows sufficient clearance for easy and rapid loading and unloading of the work.

The "roller bar" attachment was designed primarily to facilitate loading and unloading of tall or large parts. Instead of the overhead spider bar, it makes use of brackets mounted outside the circumference of the lap plate. Elongated slots allow adjustment of these conditioning ring holding brackets. Complete accessibility of the lap plate is af-

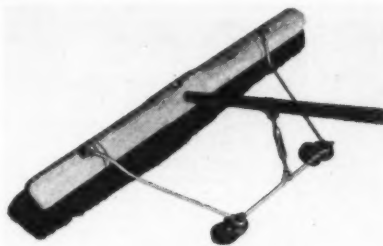


Standard Lapmaster equipped with pneumatic lifts for raising and lowering the conditioning ring-pressure plate units. Lifts can be furnished as optional equipment on the standard machine to speed up loading and unloading when relatively small parts are to be lapped. Crane Packing Co., Chicago.

forded with this arrangement—height of parts is unlimited and in most cases, large heavy castings lap of their own weight.

When large numbers of small parts must be lapped, the pneumatic lift attachment will speed production by facilitating loading and removal of parts and workholders. Each conditioning ring and pressure plate unit is individually raised by a pneumatic lift. When the automatic lapping cycle stops, each lift is quickly raised by pneumatic pressure, lapped parts removed, and preloaded workholders placed in position—all with a minimum of time. The pneumatic lift eliminates more than 2/3 the handling costs when large numbers of parts must be lapped.

These attachments, and all Lapmaster models ranging in size from 12" diameter lap plates up to 72" are described in new 16-page catalog, furnished free by the manufacturer. Write Crane Packing Company, Dept. M-24, 1800 Cuyler Avenue, Chicago 13, Ill.



Floor brush chassis . . . by JEF Mfg. Co.

### Floor brush chassis

Dayton—The JEF floor brush chassis was invented to conserve manpower by avoiding the strain of lifting heavy floor brushes. Consists of a metal frame equipped with two swivel casters. Lag screws are furnished for attaching the forks to the back of brush. Cross-member is joined to the handle by a hanger suspended from a clamp. This provides the fulcrum by which brush is raised and load transferred to the casters. A turn-buckle allows the angle of the handle to be adjusted to a comfortable position. On the idle stroke, the operator lowers the handle and rolls the brush upon the casters. Sweeping can be done on either the push or pull stroke.

Because the chassis improves maneuverability, the brush can be readily manipulated around and under obstacles. Wider brushes can be used than would otherwise be feasible. Brush life is prolonged because there is less battering against the floor. The chassis can be readily reversed to equalize wear and slant of the bristles. One chassis can be transferred to a number of new brushes.

Price of chassis complete is \$5.50 f.o.b. factory. Studies in a large steel plant, where sweeping is a continuous job, show that the chassis greatly reduces fatigue. After getting the feel of it, janitors are enthusiastic about it. Complete information will be furnished by JEF Mfg. Co., 321 West Monument Bldg., Dayton 2, Ohio.

### Self adhesive safety signs

Chippewa Falls, Wis.—A new line of self-adhesive QUIK-LABEL safety signs has been introduced by W. H. Brady Company who also manufacture QUIK-LABEL wire, pipe and conduit markers.

Brady Safety Signs are printed on extra strength cotton cloth which has a self-adhesive backing. Message is in large bold letters on proper safety background color. Each sign is coated with silicone plastic which protects it from dirt, grime, moisture, weather. May be used indoor or out-of-door.

Signs come mounted on handy dispenser cards, may be quickly removed, instantly applied; stick without moistening to any clean surface. Anyone can apply them—everyone can read them. Use on windows, doors, walls, machinery, etc.

Wide selection of over 550 QUIK-LABEL

safety signs and pipe markers are carried for immediate shipment; special Signs also available with any wording, any colors.

Brady Safety Signs cost but a few cents, take but a few seconds to apply—need no screws, lags, or bolts.

Signs conform to ASA Standard Z35.1—1941 for industrial accident prevention signs developed by the ASA and National Safety Council.

Write to W. E. Schneider, W. H. Brady Company, Dept. 277, Chippewa Falls, Wis., or telephone 5536.

### Disston extends staggered tooth principle

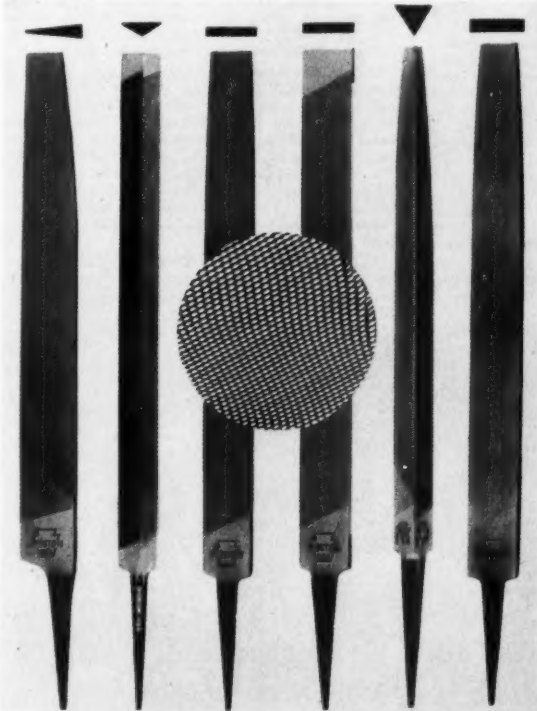
Philadelphia—Extension of the staggered tooth principle, an outstanding feature of Disston's BITE-RITE brand of files for many years, to its **entire line** of double-cut files, and improvements in the design of its taper files have been announced by Henry Disston & Sons, Inc., manufacturer of saws, tools, and special alloy steels.

Introduction of the original staggered tooth BITE-RITE file marked a radical innovation in file design. It meant that files could be operated on the principle of cutting rather than scraping. Overlapping teeth meant a smoother cut; undercut teeth resulted in faster removal of chips; and the open gullets gave longer life to the files.

Not only has Disston been manufacturing files for 75 years, but the company is also one of the world's largest consumers of files. The staggered tooth BITE-RITE files were released only after many months of testing in Disston's own shops had justified the company's decision to pass on their advantages to all of its customers by incorporating the principle in the double-cut files in all of Disston's lines—GOLD MEDAL, DISSTON, and FAST-CUT, as well as the original BITE-RITE.

Disston's traditionally high inspection and quality standards will be maintained, and single-cut files, suitable for work of the greatest smoothness and precision, will continue to be produced in the same way as before.

At same time Company announced that its single-cut taper files have been greatly improved and strengthened on the edge by a change in design, which will assure much longer life for files of this type.



Enlarged section shows the "staggered tooth" principle of file construction, now applied by Henry Disston & Sons, Inc. to its entire line of double-cut files.



New Foley automatic power Saw Setter for hand and band saws with exclusive "twin hammer" action.

### Automatic power saw setter with "twin hammer" action

Minneapolis—The new Foley automatic power saw setter for hand and band saws features an exclusive "twin hammer" action—one hammer for each side of the saw—with both hammers powered by a **single spring**. This unique one-spring construction thus provides absolute uniformity of hammer blows for both sides of the saw, resulting in utmost accuracy and precision of set on the teeth. As every saw user knows, a smooth, fast, true-cutting saw depends as much on a uniformly balanced set as it does on sharp teeth.

Twin hammers strike in opposite directions, so both sides of saw are set in one run through machine, making setting operation as speedy as it is accurate. For instance, a 26" 8-point hand saw is set in 32 seconds! Band saws having 3 to 8 points per inch are set at speeds from 4 to 15 seconds per foot. Such fast setting combined with Foley "twin-hammer, single-spring" accuracy, not only saves the industrial saw user much maintenance time but also prolongs cutting life of saws and increases output. For the custom saw filer, it means better satis-

fied customers and the ability to handle a larger volume of business.

Foley automatic power setter has simple, quick adjustments for size of teeth from 4 to 16 points per inch, for depth of set, and for firmly holding saws of different thickness between anvils; permits setting saw either before or after filing as desired without dulling or breaking teeth. Sets either straight or crowned hand saws without removing handles. Saw carrier used to feed hand saws through the Foley automatic saw filer can also be left on. Entire unit has rugged, heavy duty construction, with take-up adjustments for maintained accuracy. Sold with a one year unconditional guarantee. For full information, write B. N. Foley Mfg. Co., Minneapolis 18, Minn.

### Device handles extra-heavy bulky loads without pallets

Battle Creek, Mich.—A clamp device described as an "Extra-Heavy Duty Clamp," for handling heavy, bulky loads without use of pallets, is announced by Clark Equipment Company for use on Clark Utilitrac models, both gas and electric powered with capacities up to 7000 pounds, and on the Clark Yardlift-60, gas-powered pneumatic-tired 6000 pound model. Device is similar in design and construction to standard heavy duty clamp developed by Clark, except that it is more ruggedly built with heavier slide arms and guides to permit increased arm travel.

On extensive tests in working installations, new clamp has demonstrated its practical suitability for handling bales, large boxes and crates and other extra heavy, bulky units able to withstand the heavy squeezing. Clamping pressures up to 6000 pounds at the heel of the arms are available. The clamp has handled six bales at once.

Clamp is hydraulically actuated. Slide arms and guides are made from rolled channel sections of alloy steel. Separate double-acting hydraulic cylinders with piston rods actuate each clamp arm for extension and clamping. An auxiliary valve controls clamp, and a check valve is incorporated in hydraulic system as standard equipment to prevent loss of clamping pressure.

Clamp arms can be extended from a minimum opening of 24 inches to a maximum opening of 95 inches. Overall width of the clamp assembly with arms closed is 67 inches.

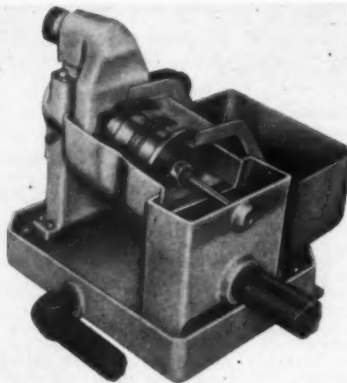
The Extra Heavy Duty Clamp is not detachable; it is mounted on the lift brackets of truck and cannot be used interchangeably with standard forks. Clamp arms, however, are bolted to slide arms making them detachable and interchangeable with different types of arms. Forks which can be bolted to slide arms are available. Rear corners of slide arms are rounded to prevent snagging when arms are extended.

Clamp arms for handling bales have a 1" toe-in at tips. Amount of toe-in can be varied depending on material to be handled and type of arms used.

There is no loss of lift height when new clamp is installed. Machine capacity is reduced, however; and actual capacity depends upon material to be handled and type of

clamp arms employed. Several types of clamp arms can be provided to meet special needs.

Full information concerning the Extra Heavy Duty Clamp can be had upon request to Clark Equipment Company, Industrial Truck Division, Battle Creek, Mich.



Honan-Crane's new Houdaille Magnetic Clarifier.

### New Houdaille magnetic clarifier

Lebanon, Ind.—New Houdaille Magnetic Clarifier, introduced by the Honan-Crane Corp., removes over 98% of contaminants from liquid coolants (mineral oils and soluble oil solutions used for grinding and cutting operations)—provides continuous delivery of clean coolant to machine sump for re-use.

Designed for individual application on machine tools, such as wet surface grinders, thread grinders, milling machines, gear shapers, etc., new unit is reported as most compact, effective coolant clarifier now on market.

Removal of metallic and abrasive particles is by use of permanent ring magnets completely enclosed in revolving non-magnetic cylinder. Circular steel discs, end pieces of the cylinder acting as magnetic poles, seal off magnet cores to prevent fluid from coming in contact with magnets. Design provides 360° of constant magnetic attraction.

Turbulent flow of coolant beneath cylinder keeps metallic particles in suspension until attracted to metallic poles. Abrasive non-magnetic particles entrained with magnetized contaminants are collected by non-magnetic wiper trough, fitted to magnetic cylinder. No wear occurs on either surface as trough does not rub on cylinder—using instead accumulation of magnetized particles to wipe mass of contamination as cylinder revolves past trough.

Unit is rated at 20 GPM. If flow rate is increased beyond rated capacity excess coolant automatically overflows into base of unit

before reaching magnetic field. While rated flow of clean coolant is delivered, overage is returned to sump of machine tool, thus preventing spillage when clarifier is operated above rated capacity.

Completely automatic, new Magnetic Clarifier measures 22 5/8" long by 16 1/2" high by 15 3/16" wide. (Net Weight: 145 lbs.) Operates on 1/12 hp. 60 cycle 110 volt single phase motor. Cycling pump on machine tool or a separate pump and motor can be used to provide flow through the unit or—when possible to use gravity flow, a special interchangeable inlet casting is supplied. Cylinder is driven by fully enclosed worm and worm gear packed in grease. Simplicity of entire mechanism insures freedom from operational troubles.

New unit requires no maintenance—provides longer tool and wheel life, better finishes, fewer rejects and less downtime. Greatly extends life of coolants—eliminates necessity of cleaning sumps periodically.

For further information write Honan-Crane Corporation, 36 Madison Ave., Lebanon, Ind.

### For your information

FOR new catalog to simplify selection of best brush for job write R. R. Schultz, advertising manager, **The Osborn Mfg. Co.**, 5401 Hamilton Ave., Cleveland 14, Ohio. Ask for Catalog No. 210. . . .

"How To Run A Lathe", new 50th Edition with over 350 illustrations is available (paper binding 25c) from **South Bend Lathe Works**, South Bend 22, Ind. . . .

A novel "Job-indexed" catalog of marking devices to simplify selection of such devices has been published by **New Method Steel Stamps, Inc.**, 147 Jos. Campau, Detroit 7, Mich. . . .

"Labor Practice" is important new booklet by **Prentice-Hall**, available free to **MANAGE** readers. Explains the "working tools" and sources of labor law, administrative proceedings, court practice. You're invited to write for it to Publicity Department, Prentice-Hall, 70 Fifth Ave., New York 11, N. Y. (please mention **MANAGE**) . . .

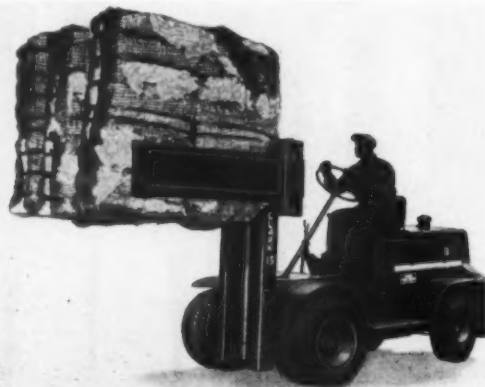
**American Cladmetals** has issued new booklet "Conserving Strategic Materials." Aimed primarily at the aircraft industry, it offers some vivid comparisons of how as much as 30% vital alloys may be saved in other industries. Available free of charge: Write **American Cladmetals Co.**, Carnegie, Pa. . . .

"Facts About Office Figures" and "New Tempo in Figure Production With The Printing Calculator" are titles of new bulletins by **Remington Rand Inc.** Both illustrated bulletins describe Remington Rand Printing Calculators that multiply directly, divide automatically, add and subtract, and print the proof on the tape. Write for AD536 and AD515 to Remington Rand Inc., 315 Fourth Ave., New York 10, N. Y. . . .

A four-page 8 1/4 x 12" descriptive folder on Type 66 Semi-Automatic Vertical Gear-Hobbing Machine, especially developed by S. Lambert S. A., Soleure, Switzerland, for making all types of small instrument gears, is now available from **Carl Hirschmann Company**, 30 Park Avenue, Manhasset, N. Y., exclusive U. S. representative for Lambert. . . .

Factors governing labor and management examined in a new book, "Pressures on Wage Decisions," by George P. Shultz and published jointly in January by **John Wiley & Sons** and **The Technology Press of the Massachusetts Institute of Technology**. Contains 142 pages—price \$3. . . .

For manufacturers of paints and enamels—new technical service bulletin "Chlorowax 70 in Alkyd Enamel System" by **Diamond Alkali Co.**, (Technical Service Divn.) 300 Union Commerce Bldg., Cleveland 14, Ohio. (Request on letterhead.) Describes the use of Chlorowax 70, a chemically inert, non-toxic chlorinated paraffin resin, as a paint intermediate. Outlined are several typical systems for formulating air-dried and force-dried paint or enamel and which incorporate the material as a portion of the grinding base.



Clamp device to handle heavy, bulky loads without pallets . . . by Clark Equipment Co.



# I Was ROBBED!

## I

Let me introduce myself.

I am the person known in our town as the Wealthy Widow Jones, whose husband died in 1938 and left her a nice, paid-for house and life interest in a trust fund of \$100,000 of 5% bonds.

I am the envy of my neighbors, and every charity drive in town expects me to be Lady Bountiful.

My local popularity is slipping because during the past five years I haven't been able to give much.

The fact is, I have been robbed of half my income, but no one but me seems to know it, let alone feel sorry for me.

But I feel sorry for myself, and I am going to tell the world about it.

## II

I want you to look at my 1938 budget:

Maid of all work .....	\$ 900
Half-time yard man .....	600
Food, drugs, etc. ....	830
Doctor and dentist .....	100
Upkeep and taxes on house .....	420
Federal income tax .....	120
Automobile expense .....	300
Clothing and linen .....	400
Charity and miscellaneous .....	250
Fun and travel .....	1,080

Total ..... \$5,000

So, you see, in a modest way, I was the Wealthy Widow Jones.

But look at my 1951 budget!

Cleaning woman (2 hours a day) .....	\$ 600
Quarter-time yard man .....	450
Food, drugs, etc. ....	1,750
Doctor and dentist .....	150
Upkeep and taxes on house .....	750
Federal income tax .....	790
Automobile expense .....	(No car)
Clothing and linen .....	400
Charity and miscellaneous .....	50
Fun and travel .....	60

Total ..... \$5,000

After looking at this, you will have no illusions about my "wealth."

## III

A few weeks ago I tackled the mystery of "Who Robbed Widow Jones?"

Of course, the "cost of living is up," but that is the result, not the cause.



What made my dollars turn into 50¢ pieces?

I talked to the economics teacher at the college, who gave me a simplified primer on money.

There I found what I was looking for, and here it is: the value of money goes down when the supply of money goes up faster than the production of goods and services goes up.

(If this stumps you at first, read it again: it is very simple.)

I then found out that the money supply in the United States has gone up 207% — from \$57 billion in 1938 to \$175 billion in 1950, and production has gone up only 125%.

## IV

I then set out to find out where all this no-good money comes from.

The answer left me gasping, and it will you.

Believe it or not, most of it is created out of nothing.

The Federal Government, when it needs more money than it has, takes some of its bonds (I. O. U.'s) to the checking banks and has the banks create brand new money that, to all practical purposes, is interest-bearing greenbacks, even though it appears in the form of checks.

The effect of this checkbook money is the same as that of counterfeit money.

This neat little bit of magic is called "deficit spending" and "monetary inflation" and should also be called "robbing Widow Jones."

Moreover, it is completely legal, and it is still going on. In fact, I am told that the Federal Government plans on "deficit spending" of \$19 billion more during the next 15 months.

I wrote to my Congressman and asked him why the Government does not either live within its income or increase its legitimate income to stop inflation. His answer was wonderful: "At this time it would be politically impossible."

Fine comfort for the Poor Widow Jones!



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# No road can stop it... But it stops the crowds!



## Startling new development makes dependable Dodge

*"The car that floats down any road"*

Dodge engineers have developed Oriflow Shock Absorbers for an entirely new kind of ride. You'll *glide* down the roughest roads! No wheel "hop" or "bounce"—even over ruts that "hammered" you in the past!



Cars costing  
up to \$1,000 more can't  
match this combination

Exciting new beauty . . . new engineering advancements! Extra room and comfort . . . rugged Dodge Dependability!

LOOK at this new 1951 Dodge—and you'll see why it's hailed as the one really new car for '51. Truly functional styling proves it's possible to build a low, road-hugging modern car and still have real riding comfort, and driving safety! A car designed for and around people.

RIDE in this new Dodge—and discover how its Oriflow Shock Absorbers make traditional Dodge driving ease and comfort better than ever! Watchtower visibility in every direction makes Dodge safer than ever to drive.

GO to your Dodge dealer's soon—and let him show you the many new exciting Dodge features—inside and out. Features that mean rugged Dodge dependability for the miles and years ahead.

Specifications and equipment subject to change without notice.

*Dependable*  
**DODGE**  
*for '51*  
*Drive it five minutes and you'll  
drive it for years*

